the dtic

Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

ANNUAL REPORT 2025/26

together, growing the economy



the dtic
Annual Report
2025/26

Physical address:

the dtic Campus
77 Robert Sobukwe Street
Sunnyside
0002

Postal address:

Private Bag X 84
Sunnyside
Pretoria
Gauteng
0002

Contact

Telephone number:
012 394 9500 / 0861 843 384
Fax number:
0861 843 888

E-mail: info@thedtic.gov.za

website: www.thedtic.gov.za

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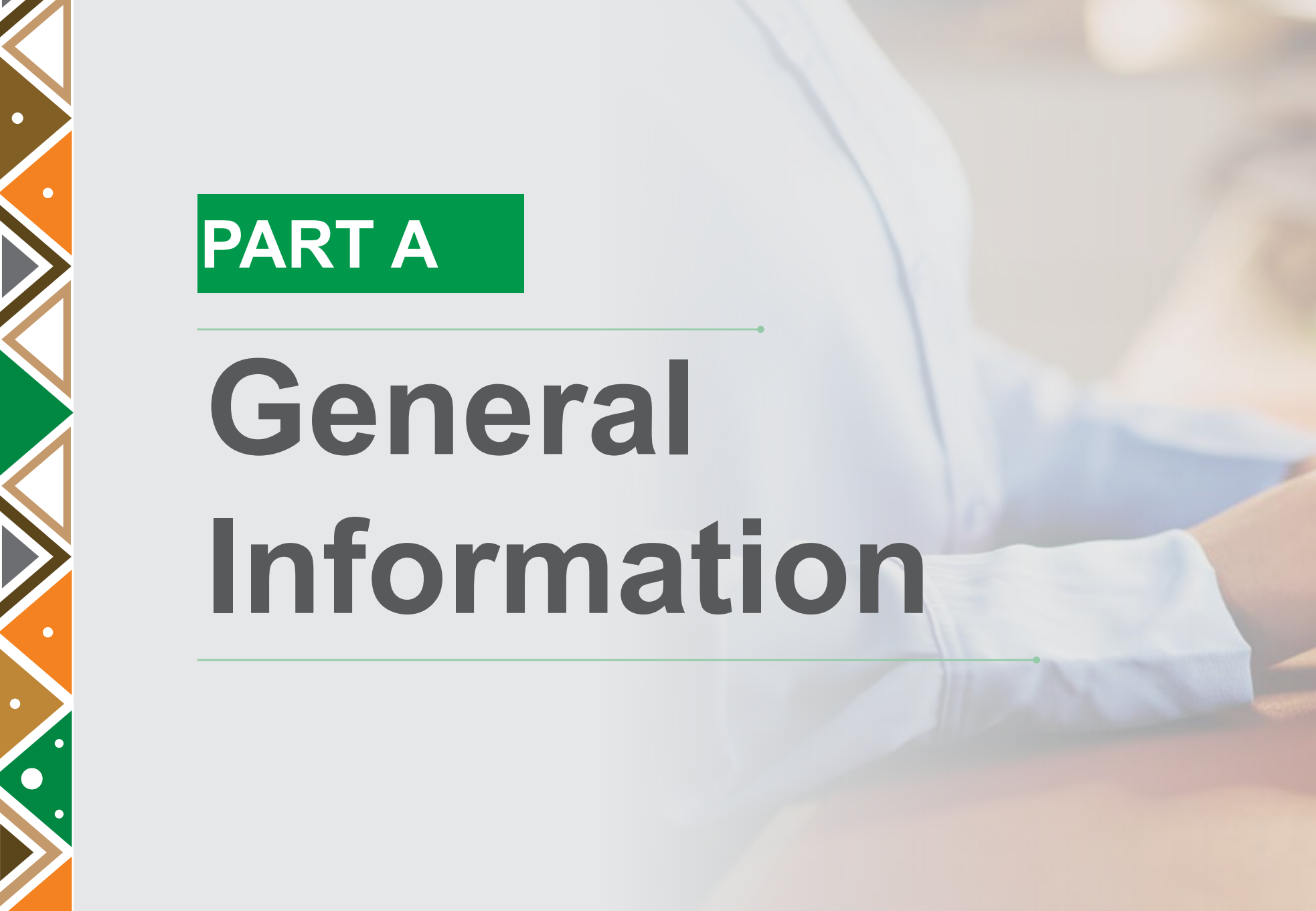


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PART A

General Information





LIST OF ABBREVIATIONS/ACRONYMS

ACFE	Association of Certified Fraud Examiners
ACL	Audit Command Language
ACSA	Airports Company South Africa
ADDG	Acting Deputy Director General
AED	Automated External Defibrillator
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AGOA	Africa's Growth and Opportunity Act
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
AIS	Automotive Investment Scheme
AISI	Aerospace Industry Support Initiative
AMIE	Meat Importers and Exporters
AMOT	AU Ministers of Trade
AMSA	ArcelorMittal South Africa
AO	Accounting Officer
APDP	Automotive Production and Development Programme
APP	Annual Performance Plan
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BCM	Business continuity management
BI	Black Industrialist
BIS	Black Industrialist Scheme
BNC	Bi-National Commission
BO	Beneficial Ownership
BRICS	Brazil, Russia, India, China and South Africa
CAATS	Computer Assisted Audit Techniques
CAEPA	China–Africa Economic Partnership Agreement for Shared Development
CBAM	Carbon Border Adjustment Mechanism
CC	The Competition Commission
CCR	Consumer and Corporate Regulation
CCSA	Certification in Control Self-Assessment
CEMAC	Central African Economic and Monetary Community
CEO	Chief Executive Officer
C-ESM	Communications Electronic Support Measures
CGS	Council for Geoscience
CGSO	Consumer Goods and Services Ombud
CIA	Certified Internal Auditor
CIP	Critical Infrastructure Programme
CIPC	Companies and Intellectual Property Commission
CICA	Certified in Information Systems Control and Audit
CIO	Chief Information Officer
CSD	Central Supplier Database
CMS	Case Management System
CPFP	Capital Projects Feasibility Programme
CRISC	Certified in Risk and Information Systems Control
CSIR	Council for Scientific and Industrial Research
CT	Companies Tribunal
CTFL	Certified Tester Foundation Level
CTIP	Clean Trade and Investment Partnership
CTG	Cardiotocography
DALRRD	Department of Agriculture, Land Reform and Rural Development
DDM	District Development Model
DG	Director-General
DHET	Department of Higher Education and Training
DIRCO	Department of International Relations and Cooperation
DPSA	Department of Public Service and Administration
DRC	Democratic Republic of the Congo
DSBD	Department of Small Business Development
DSCT	Damen Shipyards Cape Town

DTIC	Department of Trade, Industry and Competition
DVD	Digital Versatile Disc
DWYPD	Department of Women, Youth and Persons with Disabilities
EA	Executive Authority
EAC	East African Community
EAP	Employee Assistance Programme
ECIC	Export Credit Insurance Corporation
eCIT	Electronic Commodity Identification Training
ECOWAW	Economic Community of West African States
EDTEA	Department of Economic Development and Environmental Affairs
EEIP	Equity equivalent Investment Programme
EFF	Economic Freedom Fighters
EFTA	European Free Trade Association
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EMIA	Export Marketing and Investment Assistance
EOSS	Energy One Stop Shop
EPA	Economic Partnership Agreement
EPOD	Early Payment on Delivery
ERP	Enterprise Resource Planning
ESOPS	Employee Share Ownership Plans Scheme
EU	European Union
EV	Electric Vehicle
EVP	Employer Value Proposition
EXBO	Executive Board
FATF	Financial Action Task Force
FCDO	Foreign, Commonwealth and Development Office
FDI	Foreign Direct Investment
AFD	French Development Agency
FERs	Foreign Economic Representatives
FP	Forensic Practitioner
FMCSA	Ford Motor Company of Southern Africa
FRSC	Financial Reporting Standards Council
FY	Financial Year
GBS	Global Business Services
GDP	Gross Domestic Product
GEIPP	Global Eco-Industrial Parks Programme
GIs	Geographical Indications
GIAS	Global Internal Audit Standards
GIZ	German Agency for International Cooperation
GLP	Good Laboratory Practice
GoGLP	Good Laboratory Practice
GPT	Generative Pre-trained Transformer
GTAC	Government Technical Advisory Centre
GTI	Guided Trade Initiative
HDP	Historically Disadvantaged Persons
HIRA	Hazard Identification Risk Assessment
HOD	Head of Department
IA	Internal Audit
IAF	Internal Audit Function
IAT	Internal Audit Technician
IAQ	Indoor Air Quality
IBM SA	International Business Machines South Africa
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
ILO	International Labour Organisation
IMF	International Monetary Fund
IODSA	Institute of Directors – South Africa
IPs	Industrial Parks
IPA	Industrialisation Partnership Agreement
IRMSA	Institute of Risk Management South Africa
ITAC	International Trade Administration Commission
ITC	International Trade Centre
JET	Just Energy Transition

JETP	Just Energy Transition Partnership
KIPP	Khoebo Innovation Promotion Programme
KZN	KwaZulu-Natal
LMV	Light Motor Vehicles
Logis	Logistical Information System
LPM	Limited Payout Machine
LSC	Legal Sector Code
MDPMI	Media and Digital Platforms Market Inquiry
MEC	Member of Executive Council
MERCOSUR	Southern Common Market
MIOSA	Motor Industry Ombudsman of South Africa
MOU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTS	Multilateral Trading System
MTSF	Medium-Term Strategic Framework
NAACAM	National Association of Automotive Component and Allied Manufacturers
NEDLAC	National Economic Development and Labour Council
NCC	National Consumer Commission
NCOP	National Council of Provinces
NCR	National Credit Regulator
NCT	National Consumer Tribunal
NRCS	National Regulator for Compulsory Specifications
NEF	National Empowerment Fund
NEMA	National Environmental Management Act
NGB	National Gambling Board
NIP	National Industrial Participation
NLA	National Liquor Authority
NLC	National Lotteries Commission
NPA	National Prosecuting Authority
NPAs	Negotiated Price Agreements
NMISA	National Metrology Institute of South Africa
NPO	Non-Profit Organisations
NT	National Treasury
NTB	Non-Tariff Barrier
OCRO	Office of the Chief Risk Officer
OCSLA	Office of the Chief State Law Adviser
ODG	Office of the Director-General
OEM	Original Equipment Manufacturer
OHS	Occupational Health and Safety
OIS	Online Incentive System
OPEX	Operational Expenditure
PAIA	Promotion of Access to Information Act
PFMA	Public Finance Management Act, Act 1 of 1999
PHEVs	Plug-in Hybrid Electric Vehicles
PMDS	Performance Management and Development System
POPIA	Protection of Personal Information Act
PPP	Public-Private Partnerships
PPPA	Public Private Partnership Agreement
PPRs	Public Procurement Regulations
PPS	Price Preference System
PSACF	Public Sector Audit Committee Forum
PSC	Project Steering Committee
PTA	Preferential Trade Agreement
PVOC	Pre-Export Verification of Conformity
PWC	PricewaterhouseCoopers
PWD	People with Disability
QLFS	Quarterly Labour Force Survey
RCM	Regional Critical Minerals
REE	Rare Earth Elements
REIT	Real Estate Investment Trust
R-ESM	Radar-Electronic Support Measures

RFQ	Request For Quotation
RMC	Risk Management Committee
RSA	Republic of South Africa
SAAM	South African Automotive Master Plan
SAAT	South African Airways Technical
SABS	South African Bureau of Standards
SACU	Southern African Customs Union
SADC	Southern African Development Community
SAFDA	South African Farmers Development Association
SAIC	South Africa Investment Conference
SAIPA	South African Institute of Professional Accountants
SANAS	South African National Accreditation System
SAPS	South African Police Service
SARB	South African Reserve Bank
SAS	Sandock Austral Shipyard
SATTIP	South Africa-Africa Trade and Investment Programme
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SECO	State Secretariat for Economic Affairs
SEDA	Small Enterprise Development Agency
SEF	Social Employment Fund
SEFA	Small Enterprise Finance Agency
SETA	Sector Education and Training Authority
SEZ	Special Economic Zones
SI	International System of Units
SID	Spatial Industrial Development
SIU	Special Investigating Unit
SKD	Semi-Knockdown
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SOEs	State-Owned Enterprises
SPII	Support Programme for Industrial Innovation
SRI	Sumitomo Rubber Industries
SSE	Substantive Search and Examination
SSE	Social and Solidarity Economy
TASEZ	Tshwane Automotive SEZ
TBVC	Transkei, Bophuthatswana, Venda and Ciskei
TCF	Tirisano Construction Fund
the dtic	The Department of Trade, Industry and Competition
THRIP	Technology and Human Resources for Industry Programme
ToR	Terms of Reference
TR	Treasury Regulations
TRIPS	Trade-Related Aspects of IP Rights
TRP	Takeover Regulation Panel
TRQs	Tariff Rate Quotas
UIF	Unemployment Insurance Fund
UNIDO	United Nations Industrial Development Organisation
UKTP	United Kingdom Trade Partnerships
US	United States
VCT	Voluntary Counselling and Testing
WEO	World Economic Outlook,
WIPO	World Intellectual Property Organisation
WMD	Weapons of Mass Destruction
WTO	World Trade Organisation
YTD	Year-to-Date
YES	Employment Service



Mr Parks Tau
Minister of Trade, Industry and Competition

1. FOREWORD BY MINISTER

I am pleased to present the Annual Report of the Department of Trade, Industry and Competition (the dtic) for the 2025/26 financial year. This report highlights the Department's sustained efforts to advance South Africa's economic recovery, deepen industrialisation and promote inclusive participation in the economy for all. Against the backdrop of global economic uncertainty, shifting trade dynamics, and intensifying competition for investment, the dtic has remained steadfast in its mission to create opportunities for South African businesses and workers.

The adoption of the Growth and Inclusion Plan towards the end of the 2025 calendar year placed Industrial Policy reform as one of three critical pillars towards economic growth, alongside structural and macro-economic reform. This plan reinforces the Medium Term Development Plans focus on inclusive economic growth as the apex priority of the 7th administration.

In the 2025/26 financial year, the dtic tabled its original Annual Performance Plan (APP) on 10 April 2025 and the revised APP which was subsequently tabled on 17 June 2025 in Parliament in accordance with the guidelines of the Department of Planning, Monitoring and Evaluation (DPME). As part of this process, certain targets were reprioritised, incorporated into operational plans or carried forward to subsequent periods.

Performance is therefore reported against both the original APP and the revised APP, with the latter achieving 62% of its planned targets.

While this outcome falls below the Department's desired performance levels it must be stressed that the 2025/26 financial year was wrought with geopolitical tensions that have fundamentally reshaped the global trade environment, impacting not only South Africa, but the world trading environment generally. South Africa faced risks and threats to our industrial competitiveness including the threats to the automotive industry posed by trade measures implemented in the United States, the influx of foreign vehicle imports rising electricity prices and fuel shocks related to ongoing war and instability in Ukraine and the Middle East.

Despite these difficult circumstances, the Department will implement various measures to strengthen its operations and turn the situation around. Including tighter administration internally and across government.

Given the reality of global trade uncertainty, the department has prioritised resetting and deepening key trading partnerships with partners in North America, the European Union (EU) through the Clean Trade and Investment Partnership (CTIP), the People's Republic of China through the Framework Agreement implementation, the Gulf Cooperation Council (GCC), India and the Mercosur Bloc.

We have also seen a renewal in commitment to the goals of the Southern African Development Community (SADC) with the introduction of innovative proposals to increase trade and manufacturing across borders to support SADC's potential as a regional power bloc on the continent and in the global trade arena.

Guided by our APP, which is underpinned by the sector masterplans, the National Export Strategy, the Spatial Industrial Development Strategy (SIDS), the Industrial Development Strategy (IDS) and the Country's Investment Strategy, we have prioritised interventions that promote localisation, expand exports and attract investment into priority sectors of the economy.

We have made significant progress in advancing South Africa as a preferred investment destination through targeted interventions. We are tackling the red tape that stifles investment head-on. Our innovative Fusion Centre bring officials from national, provincial, and local government together under one roof, breaking down silos to jointly resolve bottlenecks, and accelerate permit approvals.

We have also initiated development of the General Laws Amendment (Omnibus) Bill that seeks to unblock red tape which hampers economic activity. The goal is for investors who submit robust impact plans meeting stringent criteria seeing their applications fast-tracked, with decisions capped at 90 days.

Additionally, improved compliance with the Companies Act, 2008 (Act No.71 of 2008) has meant South Africa has been removed from the Financial Action Task Force (FATF) grey list and this achievement has restored global confidence in the country's financial integrity.

The Department remains committed to upending structural inequality in South Africa and central to our work is the desire to achieve meaningful participation in the economy for all South Africans particularly historically disadvantaged individuals, women and youth. Dismantling inequality can only be achieved through concerted and strategic interventions such as the Transformation Fund and Broad-Based Black Economic Empowerment (B-BBEE).

To support our work in this regard, we undertook a review of the B-BBEE Framework, 10 years on from its implementation, to ensure that we close the gaps that continue to limit economic participation to a concentrated few while marginalising the majority of South Africans. This means refining and reinforcing the policy so that it drives transformation, reduces corruption and promotes inclusive, broad-based growth.

I extend my appreciation to the Deputy Ministers, Director-General, senior management of the Department, and all employees of the dtic, including the entities, for their dedication. I also thank our stakeholders across various sectors, including business, labour and civil society, for their continued partnership in advancing South Africa's economic development and transformation.

Together, we can continue to build a dynamic economy that serves the aspirations of our people and secures South Africa's place in the continent and global economy.



Mr Parks Tau
Minister of Trade, Industry and Competition



Mr Zuko Godlimpi
Deputy Minister of Trade, Industry and Competition

2. FOREWORD BY DEPUTY MINISTER

The 2025/26 financial year unfolded against a challenging global and domestic economic environment, characterised by geopolitical tensions, heightened trade protectionism, disruptions to global supply chains and continued uncertainty in international markets. Domestically, structural constraints, subdued investment, high input and energy costs, and pressures within key productive sectors continued to weigh on economic activity. Against this backdrop, the Department of Trade, Industry and Competition (**the dtic**) remained focused on strengthening South Africa's productive capacity, supporting industrial development, protecting jobs and expanding opportunities for investment, trade and economic participation.

Our work remains anchored in the objective of building a more industrialised, competitive and inclusive economy, driven by domestic production, localisation, value addition, exports and transformation. During the year, the Department advanced the development and implementation of key industrial policy interventions, including work on the National Industrial Policy, rail sector policy, electric vehicle battery manufacturing, regional critical minerals, decarbonisation and the commercialisation of hemp and cannabis. These interventions are intended to strengthen productive capabilities and position South Africa for participation in emerging and future-facing value chains.

The Department continued to translate industrial policy into tangible investment and employment outcomes. Industrial financial support resulted in projects with approximately R31.2 billion in investment, exceeding the annual target of R10 billion, while R5.03 billion was disbursed to projects and enterprises. These interventions also contributed to the creation of 6 060 new jobs. Importantly, the integrated Industrial Financing single-access web portal went live on 31 March 2026, supporting efforts to improve access to government industrial financing and reduce administrative barriers.

Sector master plans remained an important mechanism for coordinating government, business and labour around shared industrial priorities. **the dtic** implemented nine master plans covering sectors collectively employing 646 769 workers. In areas delegated to me by the Minister, particular attention was given to the sugar, poultry and Global Business Services sectors. In the sugar value chain, industry committed R2.1 billion to the Transformation Fund over five years, while support was provided to small-scale growers to improve liquidity and sustain productive capacity.

The Global Business Services sector continued to demonstrate the potential of services exports as a source of inclusive employment, particularly for young South Africans. Supported operators generated R11.7 billion in export revenue against a target of R5 billion, while the programme supported 3 857 new digital jobs. The sector's predominantly young workforce reinforces the importance of expanding labour-absorbing, export-oriented industries as part of our response to unemployment.

Across 12 SEZs in eight provinces, 224 operational investors have made cumulative investments of approximately R 31,7 billion and created 28 821 permanent job opportunities. Progress included the expansion of the Dube Tradeport and the designation of the Fetakgomo-Tubatse SEZ as 13th SEZ and strengthened cross-border economic cooperation with Mozambique and Eswatini.

Trade performance remained resilient despite the difficult international environment. South Africa recorded a merchandise trade surplus of R198 billion in 2025, while exports to the African continent remained an important component of our trade strategy. The African Continental Free Trade Area (AfCFTA) remains

central to our efforts to diversify markets, expand regional value chains and increase the participation of South African companies in continental trade.

The Department also intensified economic diplomacy and market diversification. Six economic interest strategies were implemented, covering Saudi Arabia, the United Arab Emirates, France, Russia, Türkiye and India. Strategic engagements with China progressed through the China–Africa Economic Partnership Agreement for Shared Development, while negotiations and engagements with India and other emerging markets continued to broaden opportunities for South African exporters and investors.

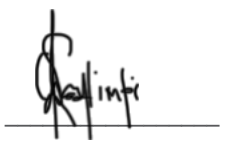
Our engagement with traditional trading partners remained equally important. AGOA preferences were retained until 31 December 2026, while South Africa advanced discussions towards a potential reciprocal trade framework with the United States. With the European Union, the Department secured extended cumulation rules for electric vehicle batteries and concluded the Clean Trade and Investment Partnership, supporting green industrialisation and deeper integration into future global value chains. South Africa also strengthened its role in multilateral trade governance through its leadership of the G20 Trade Track and its contribution to WTO reform.

The Annual Report also highlights areas where further improvement is required. Overall achievement against planned departmental targets was 62%. This requires us to strengthen coordination across **the dtic** Group, improve the translation of policy decisions into implementation, reduce administrative delays and ensure that constrained public resources are directed towards interventions with the greatest industrial, employment and transformation impact. These are not merely administrative imperatives; they are central to building a capable state that can respond effectively to the needs of businesses, workers and communities.

The progress achieved during the year reflects the resilience of South African businesses, workers and communities, as well as the value of sustained cooperation between government, business and labour. Our task in the period ahead is to consolidate these gains, accelerate implementation and strengthen the foundations for inclusive and sustainable economic growth. We must continue expanding productive investment, rebuilding industrial capacity, growing value-added exports and ensuring that black South Africans, women, young people, SMMEs and communities beyond the major economic centres participate meaningfully in the economy.

I extend my appreciation to Minister Parks Tau and Deputy Minister John Steenhuisen for their leadership and cooperation during the year. I also thank the Director-General, the leadership and staff of the dtic, the boards and employees of the Department's entities, and our social partners for their continued commitment to advancing South Africa's industrial and economic development agenda.

Through disciplined implementation, stronger partnerships and a relentless focus on productive economic activity, we can build a more industrialised, competitive, inclusive and resilient South African economy.



Mr Zuko Godlimpi

Deputy Minister Trade, Industry and Competition



Mr John Steenhuisen
Deputy Minister of Trade, Industry and Competition

3. FOREWORD BY DEPUTY MINISTER

the dtic sits at the heart of South Africa's economic growth engine, and what we can see from this report is clear: our trajectory is right, but we need to do more, quickly. This government has a clear mandate and razor-sharp focus: grow the economy and create jobs. In the Ministry we have an excellent team led by the Minister where we are all fully aligned on diversification, decarbonisation, and digitisation as the overarching strategy for industrial growth. The challenge is in the implementation: we are faced by rapidly changing geopolitical conditions that mean we need to be agile and proactive in our trade strategies, responsive to the needs of local industry, and both intentional and decisive in the actions we take to achieve our shared vision.

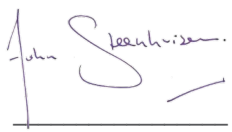
In the short time I have been at **the dtic** I have met highly capable professionals who are dedicated to supporting this vision, and this gives me great confidence in our ability to deliver this vision. I have also met with willing partners from all sectors who are committed to working with government to unlock growth in their sectors that in turn can have a multiplier effect across our economy. From these interactions, I believe that we are all committed to pulling together to make the Industrial Development Strategy (IDS), not just sentiment, but credible action and outcomes.

This action starts with our neighbours: SADC is an opportunity that can provide regional growth that is a net benefit to all member countries, but it requires us to work together as partners, not competitors. There are excellent examples in the EAC and ASEAN of what can be achieved for the region as a whole when trade barriers come down, standards align, and shared infrastructure is unlocked to enable seamless transition of goods and services. If we can get SADC to work as one, it will lay the foundation for the future success of AfCFTA.

At home we need to focus on primary production and manufacturing. I know from first-hand experience, I know the amazing potential of the agriculture and agro-processing sector. I am now learning of the incredible depth of expertise and capability of our manufacturing base, and potential for growth that it can achieve. We must make agro-processing and manufacturing a cornerstone of implementing the IDS.

South Africans can solve any challenge we face, coming up with innovative solutions that result in areas of specialisation where we are global leaders and have a clear competitive advantage.

I would like to congratulate **the dtic** team and its leadership on the strong performance to date which will lay the foundations for future success, and I look forward to working together to achieve the best outcomes possible for the South African economy.



Mr John Steenhuisen
Deputy Minister Trade, Industry and Competition



Mr Simphiwe Hamilton
Accounting Officer

4. REPORT OF THE ACCOUNTING OFFICER

The Department concluded the financial year 2025/26 with two APPs: the original APP tabled on 10 April 2025, and the revised APP tabled on 17 June 2025. The Annual Report is packaged to reflect the Department's performance against both APPs, providing a comprehensive view of results across the planning cycle. Performance against **the dtic** APP reflected an **overall achievement of 62%** of the planned targets for the year under review.

Despite the current worldwide geopolitical tensions, **the dtic** continues to deliver on its mandate; below is the work completed by the Department during the year under review.

Investment attraction

Over **R822,619bn in investments secured** including commitments at the South African Investment Conference held on 31 March 2026.

SEZ

To date, **224 operational inventors across the 12 SEZs** in eight provinces, with a cumulative investment value of approximately R31,7 billion, creating 28 821 permanent job opportunities.

Fetakgomo Tubatse SEZ, expansion of the Dube Tradeport have been designated. Vaal SEZ currently undergoing public consultation with the intention to designate.

Confidence building

Improved compliance with the Companies Act requirements contributing to **SA being removed from the FATF greylist.**

Ease of doing business interventions

The legislative and policy amendments implemented to remove the systemic blockages.

Initiated the **development of the Omnibus Bill** to enable streamlined licensing, fast-tracked visas for scarce skills, and digitised permits across multiple regulatory domains that no amount of case-by-case intervention can resolve.

Industrial financing

Implemented a suite of **incentives** supporting priority sectors. The incentives support economic development criteria, including increasing employment, transformation, green technology, localisation, and regional spread.

R1,4 billion to projects located outside the five main metros; R612 million was disbursed to SMMEs and women- and youth-owned, R688 million disbursed to Black Industrialists.

Priority clusters: Innovation Cluster, Global Business Services, Infrastructure Investment Cluster, Export Promotion Cluster, Manufacturing Cluster.

Localisation

Finalising the **list of key products/commodities to be designated** for local content to boost local production, attract investments, and create job opportunities. Includes: *Cement, Steel, Solar PV components, Rail Rolling Stock, Buses, Transformers, Fire-Fighting Vehicles, Pipes and Fittings, Valves, Textiles, Clothing, Leather and Footwear, and Working Vessels.*

The Public **Procurement Regulations** (PPRs) by the National Treasury present a key opportunity to drive localisation.

Key interventions to create a conducive regulatory environment to support growth

National Gambling Amendment Regulations introduces amendments to strengthen player protections and provisions related to taxes.

ITAC-Safeguard Regs proposed amendments to strengthen the decision-making framework, provisions on public-interest hearings, clarifying the treatment of developing-country exemptions, providing a more detailed framework for assessing 'unforeseen developments', reinforce requirements relating to adjustment plans and establish clearer rules for mid-term reviews and the extension of safeguard measures.

Statement 400 proposed amendments gazetted to give legislative expression to the Transformation Fund and provide **the dtic** with the legislative muscle to enforce it.

National Credit Act Amendment Regs drafted to address gaps in access to finance by MSMEs. However, this was withdrawn as some of the provisions with implications for student debt. The process to review the regulations will include necessary changes to protect students.

Key interventions to promote transformation

Transformation Fund:

Co-created by civil society and government as a catalytic blended-finance instrument to accelerate inclusive economic growth.

To provide access to capital for black-owned and high-impact SMMEs, particularly those driving industrialisation, innovation, localisation, and sustainable development.

Strategic partnerships have been secured across public and private sectors, contributing to capital mobilisation with funding commitments received from various partners in the public and private sectors amounting to R54 billion.

The review of the B-BBEE framework has been initiated to strengthen the existing instruments of empowerment, with clear parameters for measuring empowerment in the short term, and a comprehensive make-up of policy to address socio-economic development challenges in the long term.

Industrial policy - Targeting industrial policy interventions in sectors with high economic and employment multipliers.

Masterplans – Implementing nine Masterplans, covering 646 769 workers and developing one Masterplan.

Unlock the markets for SA exports

Concluded the Clean Trade and Investment Partnership with the EU, unlocking approximately €12 billion for decarbonisation and industrial projects. Forty-five bankable projects have been identified to facilitate implementation.

Secured EU derogation on electric vehicle (EV) rules of origin, enabling exports of South African EVs and hybrids.

Deployed key trade instruments, including tariff reviews and inclusion of EVs and critical minerals under the Automotive Production and Development Programme.

Signed the CAEPA to unlock duty-free treatment, and discussions on a proposed Semiconductors MoU.

Successfully engaged with China aimed at ensuring the finalisation of a bilateral trade MoU on the exchange of top 100 export products.

Submitted a draft offer for the Early Harvest to SACU and national Constituencies for consultations.

Initiated the amendment of an MoU with the China Certification and Inspection Group on Pre-Export Verification of Conformity (PVOC) to ensure smooth implementation.

Concluded negotiations with India on the Terms of Reference (ToR) for a preferential trade agreement (PTA) pending signature. Namibia, as the SACU coordinator, is engaging India to facilitate the signature on behalf of SACU. Accession to Afreximbank, unlocking access to extended financial support from the Bank.

Overview of the financial results of the Department

Departmental receipts

Actual revenue collections for 2025/26 were R126,75 million against R222,15 million in 2024/25, representing a net decrease of 42,94% (or R95,39 million). This year-on-year decrease was primarily driven by collection shortfalls from two revenue streams: Interest, dividends and rent on land and fines, penalties and forfeits, which collectively accounted for 96.55% of the net under-collection.

The R50,73 million shortfall in interest, dividends and rent on land was primarily due to budgeted dividend receipts from the IDC that did not materialise during 2025/26. Similarly, the R39,48 million shortfall in fines, penalties and forfeits was primarily due to underpayment of penalties by the construction companies under the terms of the Voluntary Rebuilding Programme (VRP) settlement agreement reached in October 2016.

Additionally, tax receipts - revenue from fees paid by macro manufacturers and distributors of liquor in terms of the Liquor Act, 2003 (Act No. 59 of 2003) - decreased from R8,12 million in 2024/25 to R7,84 million in 2025/26. Conversely, Financial Transactions in Assets and Liabilities experienced a year-over-year increase from R57,90 million in 2024/25 to R66,13 million in 2025/26.

Departmental receipts	2025/2026			2024/2025		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tax receipts	8 125	7 848	277	8 000	8 125	(125)
Liquor licences	8 125	7 848	277	8 000	8 125	(125)
Sale of goods and services other than capital assets	797	759	38	791	806	(15)
Fines, penalties and forfeits	90 894	51 408	39 486	75 491	96 856	(21 365)
Interest, dividends and rent on land	50 982	248	50 734	50 942	58 328	(7 386)
Sale of capital assets	370	357	13	370	130	240
Financial transactions in assets and liabilities	69 027	66 135	2 892	69 298	57 905	11 393
Total	**220 195**	**126 755**	**93 440**	**204 892**	**222 150**	**(17 258)**

Programme Expenditure

The final budget appropriation increased from R9,66 billion in 2024/25 to R11,12 billion in 2025/26, with total spending growing from R9,55 billion to R10,89 billion over the same period.

The table below shows a comparison of the Department's spending (expenditure against the appropriated budget) for the 2025/26 and 2024/25 financial years.

Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	1 000 620	936 926	63 694	876 445	848 713	27 732
Trade	319 213	308 919	10 294	242 832	237 079	5 753
Investment and Spatial Industrial Development	159 756	146 755	13 001	150 088	147 111	2 977
Sectors	1 604 516	1 578 541	25 975	1 320 835	1 312 230	8 605
Regulation	420 759	414 470	6 289	351 213	345 911	5 302
Incentives	5 231 716	5 195 258	36 458	4 263 882	4 251 220	12 662
Export	367 465	338 053	29 412	358 360	339 688	18 672
Transformation and Competition	1 961 171	1 932 588	28 583	2 050 547	2 039 659	10 888
Research	63 433	46 468	16 965	53 442	37 118	16 324
Total	**11 128 649**	**10 897 978**	**230 671**	**9 667 644**	**9 558 729**	**108 915**

The Incentives programme remained the largest cost driver, accounting for 47,67% (or R5,19 billion) of the total expenditure in 2025/26 and achieving 99,3% spending rate. Similarly, the *Transformation and Competition,* and the *Sectors* programmes - the second and third largest cost drivers-spent R1,93 billion and R1,57 billion, respectively - with both achieving a 98% spending rate.

Conversely, the Research programme recorded a spending rate of 73,3% (or R46,46 million) relative to its budget allocation of R63,43 million.

The percentage budget spent per programme for the 2025/26 financial year is reflected in Figure 1 below, with eight of the nine programmes utilising over 90% of their individual allocated budgets.

Figure 1: Expenditure as % of budget per programme

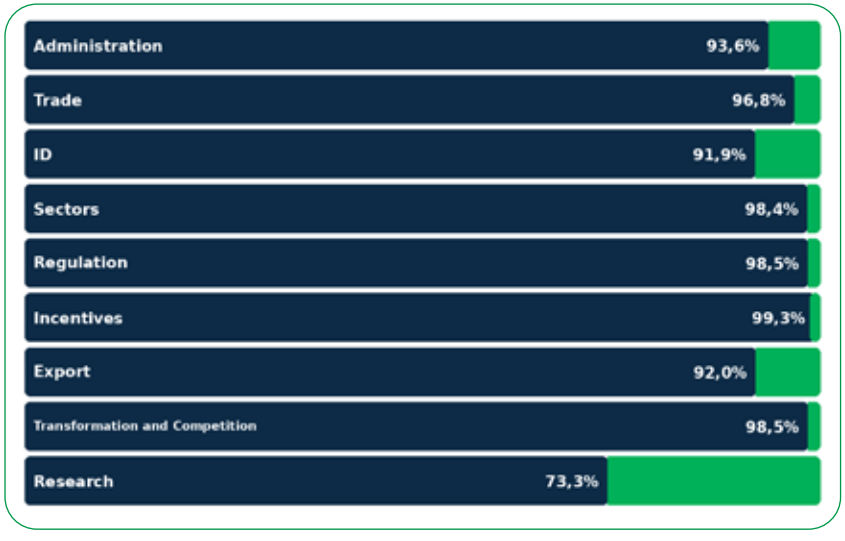
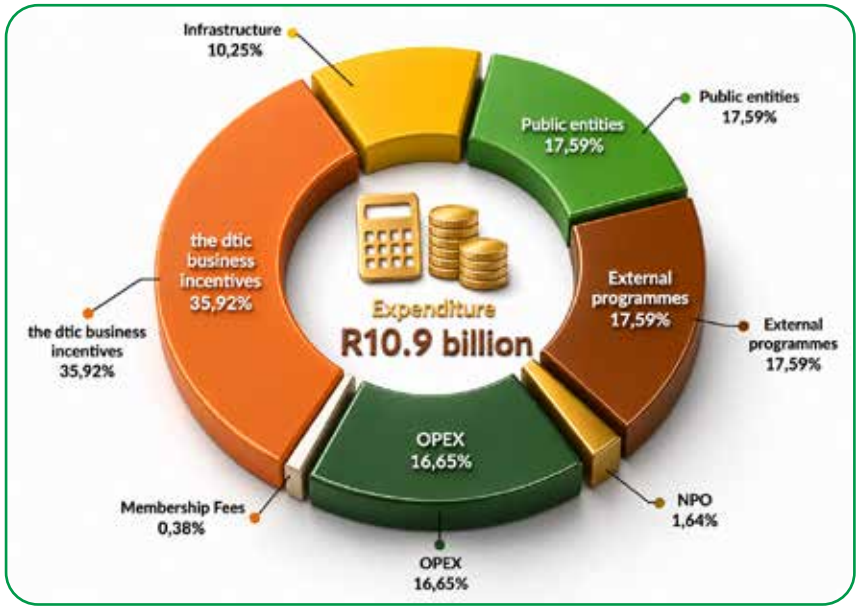


Figure 2: Spending categories as % of total expenditure



As depicted in Figure 2, 46,16% of the R10,9 billion spent was disbursed to the beneficiaries across various business incentive and Infrastructure programmes, followed by 17,59% transferred to the Department's entities. An additional 17,59% was disbursed to the Department's various external programmes. These include, amongst others, the Clothing and Textile Programme, the Social Employment Fund, the Downstream Steel Industry Competitiveness Fund, the Tirisano Construction Trust Fund, the National Foundry, the Aerospace Industry and the National Cleaner Production Centre.

Furthermore, South Africa holds memberships in various foreign and international organisations, such as the World Trade Organisation, the Organisation for the Prohibition of Chemical Weapons, the United Nations Industrial Development Organisation, the World Intellectual Property Organisation, the Treaty Organisation for Metrology and the International Financial Reporting Standards Foundation. In the 2025/26 financial year, 0,38% of the total expenditure was paid to these international organisations. Operational expenditure accounted for 16,65% of the total expenditure in 2025/26.

Depicted in Figure 3 below is the five-year comparison of the Department's spending against the allocated budget, which shows a consistent achievement of over 97% budget spend year on year.

Figure 3: Spending as % of budget (2020/21-2024/25)



Virements/rollovers

Virement from the following programme	Virement to the following programme	Amount (decrease)/ increase R'000	Reasons
Administration		(68 851)	Network infrastructure installation and other related activities that were still in progress by year end.
	Trade	3 521	To cover early retirement costs.
	Investment and Spatial Industrial Development	347	Realignment of personnel budget.
	Sectors	70 411	Upgrading of the e-commerce platform (Shop Proudly SA) for export purposes and deployment of the Enterprise Resource Planning (ERP) system for the South African Bureau of Standards.
	Regulation	13 498	Implementation of Section 11 of the Consumer Protection Act and tools of trade in response to rising product recalls - for the National Consumer Commission.
	Incentives	1 500	Business Process services (GBS)-the main instrument for supporting job creation, especially for the youth and attract export revenue.
Export		(17 809)	Vacant Foreign Economic Representatives positions.
Transformation and Competition		(1 463)	Optimisation of digital engagement tools for business meetings.
Research		(1 154)	Due diligence on contracts for research projects not concluded by year end.

All virements requiring approval as per the Public Finance Management Act (PFMA) have been approved by the National Treasury. Internal adjustments to the budget have been approved by the delegated authority.

Unauthorised expenditure

The Department did not incur any unauthorised expenditure for the 2025/26 financial year.

Fruitless and Wasteful Expenditure

The Department continues to improve control measures to identify and report fruitless and wasteful expenditure. The Department incurred fruitless and wasteful expenditure to the value of R148 000. The fruitless and wasteful expenditure emanates from no-show cost relating to travel and subsistence and interest charged on the late payment of invoices.

Public Private Partnerships

the dtic entered into an accommodation Public-Private Partnership (PPP) in August 2003, which is scheduled to terminate in August 2028. In preparation for the hand-back process, a refurbishment project commenced in May 2025 and is expected to be completed by 2028. The approach to the hand-back, as well as the continued servicing of the campus thereafter, will be undertaken in alignment with National Treasury requirements applicable to such projects.

To support a smooth transition, **the dtic** has appointed two consulting teams: one to provide technical expertise, primarily in engineering and specialised facilities management, and another to deliver financial advisory and modelling support. Legal services will be provided by the Office of the State Attorney, as prescribed.

Irregular Expenditure

For the 2025/26 financial year, an amount of R228 000 was recorded as confirmed irregular expenditure. This expenditure related to three separate instances of non-compliance with Supply Chain Management (SCM) laws and regulations.

Two instances to the value of R51 000 were condoned, while for the remaining instance, it was found that officials failed to comply with applicable procedures - and consequence management is underway.

As part of the continuous improvement of internal control measures to prevent irregular expenditure, quarterly training is provided to all staff. Additionally, all procurement documentation is assessed for compliance with applicable laws and regulations prior to an order being issued.

Discontinued key activities / activities to be discontinued

During the 2025/26 financial year, no activities were discontinued.

New or proposed key activities

During the 2025/26 financial year, there were no new or proposed activities.

Supply chain management

The prescribed transversal system Logistical Information System (Logis) is utilised for the provisioning of goods and services, record-keeping and reporting thereof. Apart from the system controls, a number of additional internal control measures have been implemented to detect and prevent irregular expenditure. The Department also makes use of the Central Supplier Database (CSD) implemented by National Treasury.

List all unsolicited bid proposals concluded for the year under review

There were no unsolicited bid proposals concluded for the year under review.

Indicate whether SCM processes and systems are in place to prevent irregular expenditure

- Supply Chain Management (SCM) processes and systems are in place within the institution to support compliance with applicable legislation, including the Public Finance Management Act (PFMA) where applicable, and the Treasury Regulations and Supply Chain Management Policies.
- The SCM system is designed to ensure that all procurement activities are undertaken in a fair, equitable, transparent, competitive, and cost-effective manner. Key preventative controls have been embedded in the procurement lifecycle, including requisition approval workflows, budget availability checks, procurement threshold compliance, and mandatory quotation and competitive bidding processes.
- To prevent irregular expenditure, the institution has implemented a system of delegated authority supported by segregation of duties across requisitioning, procurement, approval, and payment functions. All procurement transactions are subject to pre-compliance checks by Internal Control officials and financial controls prior to award and payment processing. Where deviations from prescribed competitive processes are required, such deviations are appropriately motivated, approved by the delegated authority, and disclosed in accordance with regulatory requirements.
- Training and awareness initiatives are continuously undertaken to strengthen compliance by SCM practitioners, end-users, and approving authorities. Internal audit and risk management functions provide independent assurance over SCM processes through periodic reviews, compliance audits, and monitoring of high-risk procurement areas.

- Despite the existence of these controls, the institution acknowledges that SCM environments are inherently exposed to compliance risks. Accordingly, ongoing efforts are being made to strengthen system controls, enhance monitoring mechanisms, and enforce consequence management where instances of non-compliance are identified.
- Reasonable SCM processes and systems are in place to mitigate the risk of irregular expenditure; however, continuous improvement remains a priority to further strengthen compliance and internal control effectiveness.

Gifts and Donations received in kind from non-related parties

A list of the nature of the in-kind goods and services provided by the Department or received from parties other than related parties is disclosed as a note and an annexure to the Annual Financial Statements.

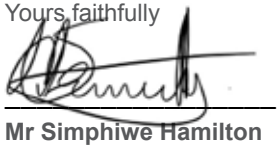
Exemptions and deviations received from the National Treasury

The Department did not request any exemptions in terms of the PFMA or Treasury Regulations as may be applicable to any reporting requirements.

Events after the reporting date

No events that would affect the financial position of the Department took place after the reporting date of 31 March 2026.

Yours faithfully



Mr Simphiwe Hamilton
Accounting Officer
Department of Trade, Industry and Competition
Date: 31 August 2026

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the annual report are consistent.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

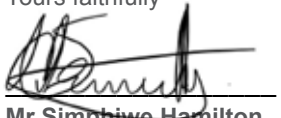
The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Department for the financial year ended 31 March 2026.

Yours faithfully



Mr Simphiwe Hamilton
Accounting Officer
Department of Trade, Industry and Competition
Date: 31 August 2026

6. STRATEGIC OVERVIEW

6.1. Vision

A dynamic and globally competitive South African economy harnessing on the full potential of all citizens.

6.2. Mission

the dtic, working with its entities, will achieve inclusive economic growth by coordinating and enabling government-wide interventions to:

- Promote structural transformation.
- Achieve stronger Industrialisation.
- Transformation in terms of skills for the economy and enterprise development.
- Increase trade, investment and exports.
- Promote the ease of doing business.

the dtic Outcomes

The activities and outputs contribute to the achievement of **the dtic**'s apex outcomes, including:

- Re-industrialisation;
- Job Creation;
- Transformation; and
- Building a capable state.

The three strategic priorities of the 7th administration, namely:

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

6.3. Values

The Republic of South Africa is one, sovereign, democratic state founded on the following Constitutional values:

- Human dignity, the achievement of equality and the advancement of human rights and freedoms.
- Non-racialism and non-sexism.
- Supremacy of the constitution and the rule of law.
- Universal adult suffrage, a national common voter's roll, regular elections and a multi-party system of democratic government, to ensure accountability, responsiveness and openness.

the dtic's values are:

- Operational excellence in regard to service delivery standards, international best practices, Batho Pele Principles, continuous improvement and ethical conduct.
- Intellectual excellence in regard to continuous shared learning, innovation, relevant knowledge and skills improvement, and knowledge management.
- Quality relationships with regards to improved and continuous communication, honesty, respect.

7. LEGISLATIVE AND OTHER MANDATES

7.1. the dtic is responsible for the following Legislation:

Act	Purpose
Abolition of the Fuel Research Institute Act, 1983 (Act No. 30 of 1983)	To repeal the Fuel Research Institute and Coal Act, 1963, and to provide for the vesting of the assets and liabilities, and the transfer of the employees, of the Fuel Research Institute in and to the Council for Scientific and Industrial Research (CSIR).
Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice, 2006 (Act No. 19 of 2006)	To provide for an internationally recognised and effective accreditation and monitoring system for the Republic of South Africa by establishing the South African National Accreditation System (SANAS) as a juristic person; to recognise SANAS as the only accreditation body in the Republic for the accreditation of conformity assessment and calibration as well as monitoring of good laboratory practice.
Alienation of Land Amendment Act, 1981 (Act No. 68 of 1981)	To regulate the alienation of land in certain circumstances and to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Amendment Act, 2003 (Act No. 53 of 2003)	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.
Companies Act, 2008 (Act No. 71 of 2008)	To provide a new legislative framework for the incorporation, registration and management of companies; to establish a Companies and Intellectual Property Commission (CIPC) and Companies Tribunal; and to provide for matters connected therewith.
Competition Act, 1998 (Act No. 89 of 1998)	To provide the Competition Commission with the powers to conduct investigations and market inquiries on competition abuses, regulate mergers and acquisitions and to promote the administrative efficiency of the Competition Commission and Competition Tribunal.
Consumer Protection Act, 2008 (Act No. 68 of 2008)	To promote a fair, accessible and sustainable marketplace for consumer products and services, and for that purpose to establish national norms and standards relating to consumer protection, to provide for improved standards of consumer information; to prohibit certain unfair marketing and business practices; to promote responsible consumer behaviour; to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements; to establish the National Consumer Commission (NCC); and to repeal certain laws.
Convention on Agency in the International Sale of Goods Act, 1986 (Act No. 4 of 1986)	To provide for the application in the Republic of the Convention on Agency in the International Sale of Goods adopted by the International Institute of the United Nations Organisation for the unification of Private Law.
Copyright Act, 1978 (Act No. 98 of 1978)	To regulate copyright in respect of, *inter alia*, artistic works, dramatic works, computer programs, musical and literary works.
Counterfeit Goods Act, 1997 (Act No. 37 of 1997)	To strengthen prohibitions on trade in counterfeit goods; confers powers on inspectors and the police to enter and search premises, with and without a warrant; confers powers on Customs and Excise to seize and detain suspected counterfeit goods.
Designs Act, 1993 (Act No. 195 of 1993)	To consolidate the law relating to designs; to provide for the registration of designs; and to delineate the rights pertaining thereto.

Act	Purpose
Export Credit and Foreign Investments Insurance Act, 2002 (Act No. 34 of 2002)	To promote trade with countries outside the Republic by providing for the insurance on behalf of the Government of the Republic of contracts in connection with export transactions, investments and loans or similar facilities connected with such transactions.
Expropriation (Establishment of Undertakings) Act, 1951 (Act No. 39 of 1951)	To provide for the expropriation of land and the taking of the right to use land temporarily for or in connection with the objects or undertakings of national importance.
Housing Development Schemes for Retired Persons Act, 1988 (Act No. 65 of 1988)	To regulate the alienation of certain interests in housing development schemes for retired persons and to provide for matters connected therewith.
Industrial Development Corporation Act, 1940 (Act No. 22 of 1940)	Constitute a corporation, the object of which shall be to promote the establishment of new industries and industrial undertakings and the development of existing industries and industrial undertakings, and to provide for other incidental matters.
Intellectual Property Laws Amendment Act 2013	To provide for the recognition and protection of certain manifestations of Indigenous Knowledge as a species of Intellectual Property. To amend certain laws, namely the Performers Protection Act 1967, The Copyright Act 1978, the Trademarks Act 1993 and the Designs Act 1993. To bring Indigenous Knowledge holders into the mainstream of the economy and improve the livelihoods of the indigenous communities of South Africa.
Intellectual Property Law Rationalisation Act, 1996 (Act No. 107 of 1996)	To provide for the integration of intellectual property rights subsisting in the ex-TBVC (Transkei, Bophuthatswana, Venda and Ciskei) into the national system, to extend the South African intellectual property rights legislation throughout the Republic and to repeal certain intellectual property laws.

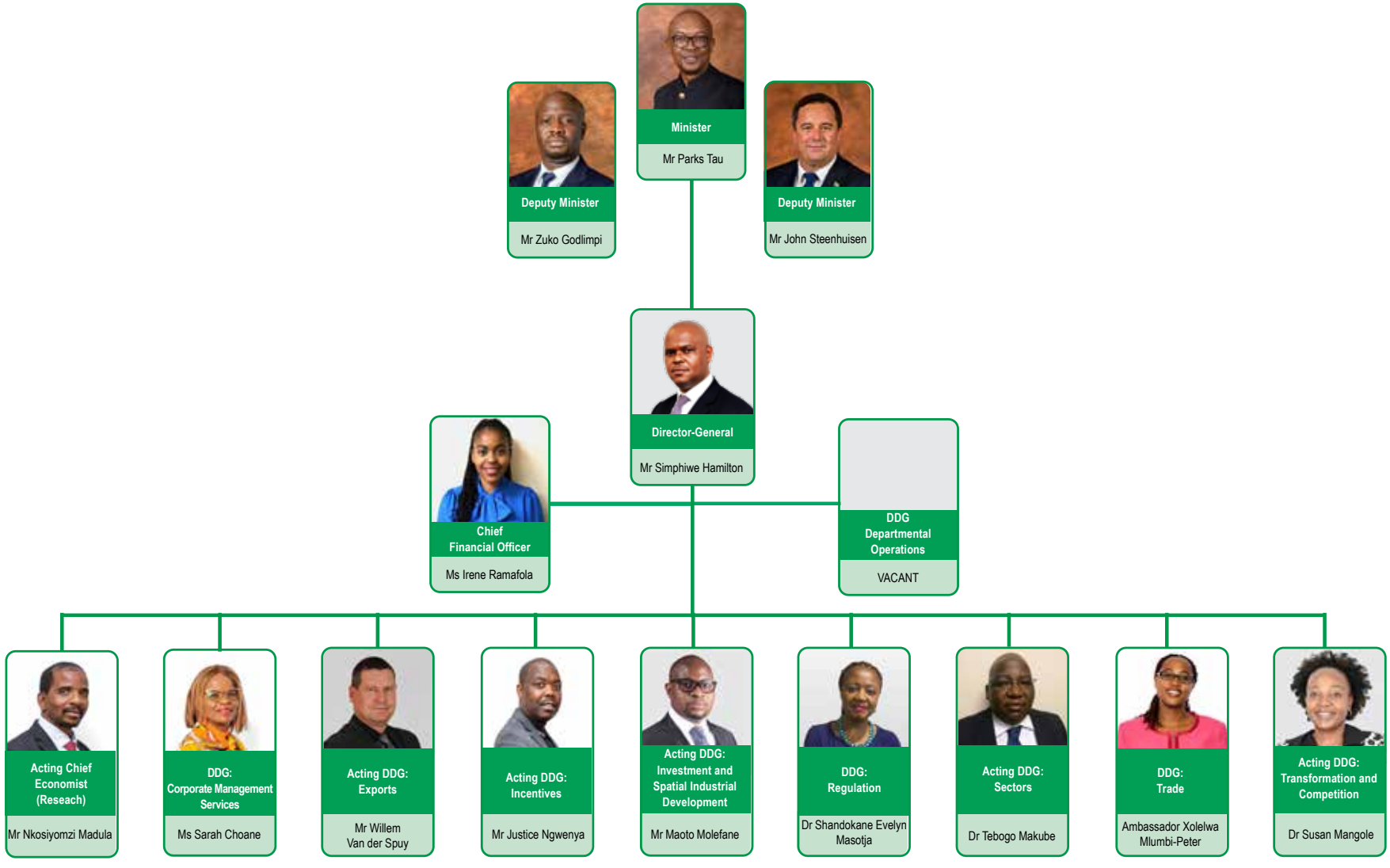
Act	Purpose
International Convention for Safe Containers Act, 1985 (Act No. 11 of 1985)	To provide for the application in the Republic of the International Convention for Safe Containers to maintain a high level of safety of human life in the handling, stockpiling and transporting of containers.
International Trade Administration Act, 2002 (Act No. 71 of 2002)	Foster economic growth and development in order to raise incomes and promote investment and employment in the Republic and within the Common Customs Area by establishing an efficient and effective system for the administration of international trade subject to this Act.
Legal Metrology Act, 2014 (Act No. 9 of 2014)	To provide for the administration and maintenance of legal metrology technical regulations in order to promote fair trade and to protect public health and safety and the environment. It also provides for the implementation of a regulatory and compliance system for legal metrology by the National Regulator for Compulsory Specifications and for the administration and maintenance of legal metrology technical regulations; and provides for market surveillance by the National Regulator for Compulsory Specifications in order to ensure compliance with legal metrology technical regulations.
Liquor Act, 2003 (Act No. 59 of 2003)	To establish national norms and standards in order to maintain economic unity within the liquor industry; to provide for essential national standards and minimum standards required for the rendering of services; to provide for measures to promote co-operative government in the area of liquor regulation; and to provide for matters connected therewith.
Lotteries Act of 1997 (Act No. 57 of 1997)	To regulate and prohibit lotteries and sports pools to establish a National Lotteries Board.
Manufacturing Development Act 1993 (Act No. 187 of 1993)	To establish the Manufacturing Development Board; to provide for the establishment of programmes for manufacturing development; and for matters incidental thereto.

Act	Purpose
Measurement Units and Measurement Standards Act, 2006 (Act No. 18 of 2006)	To provide for the use of measurement units of the International System of Units; to provide for the designation, keeping and maintenance of national measurement units and standards; to provide for the establishment and functions of the National Metrology Institute; and to provide for the repeal of certain laws.
Merchandise Marks Act 1941 (Act No. 17 of 1941)	To make provision concerning the marking of merchandise and of coverings in or with which merchandise is sold and the use of certain words and emblems in connection with business.
National Building Regulations and Building Standards Act 1977 (Act No. 103 of 1977)	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards.
National Credit Act, 2005 (Act No. 34 of 2005)	To promote a fair and non-discriminatory marketplace for access to consumer credit and for that purpose to provide for the general regulation of consumer credit and improved standards of consumer information.
National Empowerment Fund Act, 1998 (Act No. 105 of 1998)	To establish a trust to promote and facilitate ownership of income-generating assets by historically disadvantaged persons, particularly assets in state-owned enterprises made available at a discount as part of restructuring programmes; gives powers to the trust to enable it to establish sub-trusts and investment companies to promote black economic empowerment.
National Gambling Act, 2004 (Act No. 7 of 2004)	To provide for the co-ordination of concurrent national and provincial legislative competence over matters relating to casinos, racing, gambling and wagering; and to provide for the continued regulation of those matters; for that purpose to establish certain uniform norms and standards applicable to national and provincial regulation and licensing of certain gambling activities; to provide for the creation of additional uniform norms and standards applicable throughout the Republic; to retain the National Gambling Board; to establish the National Gambling Policy Council; to repeal the National Gambling Act, 1996; and to provide for matters incidental thereto.
National Regulator for Compulsory Specifications Act, 2008 (Act No. 5 of 2008)	To provide for the administration and maintenance of compulsory specifications in the interest of public safety, health and environmental protection; and to provide for the establishment of the National Regulator for Compulsory Specifications.
National Supplies Procurement Act, 1970 (Act No. 89 of 1970)	To empower the responsible Minister to manufacture, produce, acquire, hire or import goods; to acquire, hire or supply services; and to exercise control over goods and services and the manufacture, production, processing and treating of goods; and to provide for the establishment and administration of a National Supplies Procurement Fund.
Non-Proliferation of Weapons of Mass Destruction Act, 1993 (Act No. 87 of 1993)	To provide for control over weapons of mass destruction and to establish a council to control and manage matters relating to the proliferation of such weapons in the Republic; to determine its objects and functions and to prescribe the manner in which it is to be managed and controlled.
Patents Act, 1978 (Act No. 57 of 1978)	To provide for the registration and granting of letters, patents for inventions and for the rights of a patentee.

Act	Purpose
Performers Protection Act, 1967 (Act No. 11 of 1967)	To provide for the protection of the rights of performers of literary and artistic works.
Property Time Sharing Control Act, 1983 (Act No. 75 of 1983)	To regulate the alienation of time-sharing interests pursuant to property time-sharing schemes.
Protection of Businesses Act, 1978 (Act No. 99 of 1978)	To restrict the enforcement in the Republic of certain foreign judgments, orders, directions, arbitration awards and letters of request; to prohibit the furnishing of information relating to businesses in compliance with foreign orders, directions or letters of request.
Protection of Investment Act 2015 (Act No. 22 of 2015).	To provide for the legislative protection of investors and the protection and promotion of investment; to achieve a balance of rights and obligations that apply to all investors; and to provide for matters connected therewith. (Will be in operation upon Presidential Proclamation.)
Rationalisation of Corporate Laws Act, 1996 (Act No. 45 of 1996)	To provide that certain corporate laws shall apply throughout the Republic of South Africa, to repeal certain corporate laws and to provide for the retrospective incorporation of certain putative close corporations.
Registration of Copyright in Cinematograph Films Act, 1977 (Act No. 62 of 1977)	To provide for the registration of copyright in cinematograph films and for matters connected therewith.
Share Blocks Control Act, 1980 (Act No. 59 of 1980)	To control the operation of share block schemes, that is (i.e.) any scheme in terms of which a share, in any manner whatsoever, confers a right to or an interest in the use of immovable property.
Space Affairs Act, 1993 (Act No. 84 of 1993)	To provide for the establishment of a Council to manage and control certain space affairs in the Republic; to determine its objects and functions; and to prescribe the manner in which it is to be managed and controlled.

Act	Purpose
Special Economic Zone (SEZ) Act, 2014 (Act No. 16 of 2014)	The Act provides a clear framework for the development, operation and management of SEZs and addresses the challenges of the IDZ Programme.
Standards Act, 2008 (Act No. 8 of 2008)	To provide for the development, promotion and maintenance of standardisation and quality in connection with commodities and the rendering of related conformity assessment services; and for that purpose to provide for the continued existence of the South African Bureau of Standards (SABS), as the peak national institution; to provide for the repeal of the Standards Act, 1993; and to provide for transitional arrangements.
Sugar Act, 1978 (Act No. 9 of 1978)	To consolidate and amend the laws relating to the sugar industry; and to provide for matters incidental thereto.
Temporary Removal of Restrictions on Economic Activities Act, 1986 (Act No. 87 of 1986)	To empower the President to suspend temporary laws or conditions, limitations, or obligations thereunder, if their application unduly impedes economic development or competition.
Trade Marks Act, 1993 (Act No. 194 of 1993)	To consolidate the law relating to trademarks and to provide for the registration of trademarks, certification of trademarks and collective trademarks, and for the protection of rights relating thereto.
Trade Metrology Act, 1973 (Act No. 77 of 1973)	To consolidate and amend the law relating to trade metrology to ensure the accuracy of measuring instruments utilised in trade on the basis of national measuring standards.
Unauthorised Use of Emblems Act, 1961 (Act No. 37 of 1961)	To provide for the continued operation of certain laws relating to the use of certain emblems and representations, and to extend the scope of such laws.

8. ORGANISATIONAL STRUCTURE



Following the merger of the former Department of Trade and Industry and the Economic Development Department, the need to establish a unified and responsive organisational structure became evident. Operations of the Department were revised after the merger and, unfortunately, such operational structure was not formally approved in consultation with the Minister for Public Service and Administration (the mpsa), as required. In light of this, and to ensure compliance with applicable prescripts, the Minister has approved the reversion to the 2019 approved organisational structure that was consulted with the mpsa.

Recognising the need for a comprehensive and strategic review to ensure the department's configuration aligns with its evolving mandate, a Fit for Purpose project with regard to the structure was initiated. This review was undertaken to evaluate the Department's capacity, efficiency, and alignment with strategic priorities, particularly in the context of the expanded mandate resulting from the merger.

To support the development of a more agile, efficient, and fit-for-purpose organisational structure, the Department engaged the Government Technical Advisory Centre (GTAC), an agency of the National Treasury, during the 2023/24 financial year. Through this partnership, the Department has made significant progress, including the facilitation of strategic conversations, the completion of a comprehensive "As-Is" situational analysis, the development of a Value Chain and Service Delivery Model, and the drafting of a revised macro-organisational structure. These outputs will inform the next phase of the structural reform process, ensuring that the Department is better positioned to deliver on its strategic objectives.

9. ENTITIES REPORTING TO THE MINISTER

The table below indicates the entities that report to the Minister.

Name of entity	Legislative mandate	Financial relationship	Nature of operations
Companies and Intellectual Property Commission (CIPC) 	Companies Act, 2008 (Act No. 71 of 2008), as amended	Self-funded	The CIPC was established by the Companies Act, 2008 (Act No. 71 of 2008), as a juristic person to function as an organ of state within the public administration, but as an institution outside the public service. The main functions of the commission are as follows: • Registration of companies, cooperatives and intellectual property rights (trade-marks, patents, designs and copyright) and the maintenance thereof • Disclosure of information on its business registers • Promotion of education and awareness of Company and Intellectual Property Law • Promotion of compliance with relevant legislation • Efficient and effective enforcement of relevant legislation • Monitoring compliance with and contraventions of financial reporting standards, and making recommendations thereto to the Financial Reporting Standards Council (FRSC) • Licensing of business rescue practitioners • Report, research and advise the Minister on matters of national policy relating to Company and Intellectual Property Law.

Name of entity	Legislative mandate	Financial relationship	Nature of operations
Export Credit Insurance Corporation (ECIC)	Export Credit and Foreign Investments Insurance Act, 1957 (Act No. 78 of 1957)	Transfer payment	The ECIC is established by the Export Credit and Foreign Investment Re-Insurance Amendment Act, 1957 (Act No. 78 of 1957), as amended. It promotes trade with countries outside the Republic by providing for the insurance, on behalf of the Government of the Republic, of contracts in connection with export transactions, investments and loans or similar facilities connected with such transactions, and provides for matters connected therewith.
National Consumer Commission (NCC)	Consumer Protection Act, 2008 (Act No.68 of 2008)	Transfer payment	The NCC is charged with the responsibility to enforce and carry out the functions assigned to it in terms of the Act, which aims to promote a fair, accessible and sustainable marketplace for consumer products and services, and for that purpose, establish national norms and standards relating to consumer protection; provide for improved standards of consumer information; prohibit certain unfair marketing and business practices; promote responsible consumer behaviour; and promote a consistent legislation and enforcement framework relating to consumer transactions.
National Consumer Tribunal (NCT)	National Credit Act, 2005 (Act No. 34 of 2005), as amended	Transfer payment	The NCT adjudicates any application that may be made to it, and makes any order provided for in respect of such an application, or allegations of prohibited conduct by determining whether prohibited conduct has occurred and, if so, by imposing a remedy. It grants orders for costs and can exercise any other power conferred on it by law. It also reviews decisions made by the National Credit Regulator, the National Consumer Commission and single-member panels of the tribunal. Decisions made by a three-member panel of the tribunal may, in turn, be taken on appeal or review to the High Court.
Companies Tribunal (CT)	Companies Act, 2008 (Act No. 71 of 2008), as amended	Transfer payment	The Companies Tribunal adjudicates in relation to any application that may be made to it in terms of this Act, and makes any order provided for in this Act in respect of such an application. It also assists in the resolution of disputes as contemplated in Part C of Chapter 7 of the Act, and performs any other function assigned to it by or in terms of the Act, or in any law mentioned in Schedule 4.

Name of entity	Legislative mandate	Financial relationship	Nature of operations
National Credit Regulator (NCR)	National Credit Act, 2005 (Act No. 34 of 2005), as amended	Transfer payment	The NCR promotes a fair and non-discriminatory marketplace for access of consumer credit; provides for the general regulation of consumer credit and improved standards of consumer information; promotes black economic empowerment and ownership within the consumer credit industry; promotes responsible credit granting and use; provides for debt reorganisation in cases of over-indebtedness; regulates credit information; and provides for the registration of credit providers, credit bureaux and debt-counselling services.
National Empowerment Fund (NEF)	National Empowerment Fund Act, 1995 (Act No. 105 of 1995)	Self-funded	The NEF's focus is to promote and facilitate black economic equality and transformation. The NEF provides finance and financial solutions to black business across a range of sectors, and structures accessible retail savings products for black people based on state-owned equity investments. Its mandate and mission is to be government's funding agency in facilitating the implementation of B-BBEE in terms of the BEE Codes of Good Practice.
National Gambling Board (NGB)	National Gambling Act, 2004 (Act No. 7 of 2004)	Transfer payment	The NGB was established to monitor and investigate, when necessary, the issuing of national licences by provincial licensing authorities. It establishes and maintains national registers regarding various gambling activities.
National Lotteries Commission (NLC)	National Lotteries Act, 1997 (Act No. 57 of 1997)	Self-funded	The NLC monitors and enforces the implementation of the national lottery. It manages the National Lottery Distribution Trust Fund, which distributes proceeds from its share of lottery sales to worthy causes.

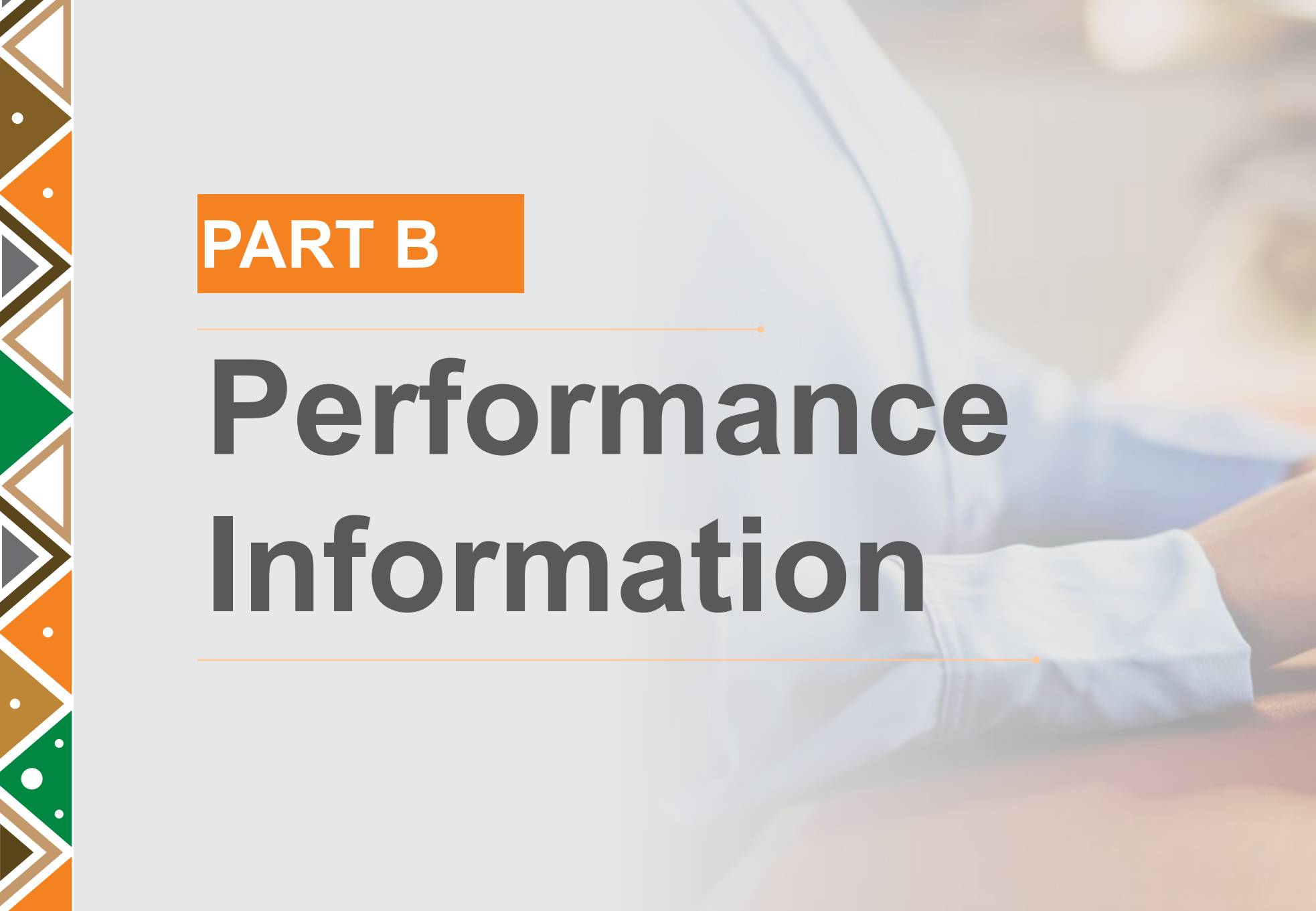
Name of entity	Legislative mandate	Financial relationship	Nature of operations
National Metrology Institute of South Africa (NMISA)	Measurement Units and Measurement Standards Act, 2006 (Act No. 18 of 2006)	Transfer payment	The NMISA is responsible for realising, maintaining and disseminating the International System of Unit (SI). It maintains and develops primary scientific standards of physical quantities for South Africa and compares those standards with other national standards to ensure global measurement equivalence.
National Regulator for Compulsory Specifications (NRCS)	National Regulator for Compulsory Specifications Act, 2008 (Act No. 5 of 2008)	Transfer payment	The NRCS is responsible for the administration and maintenance of compulsory specifications and the implementation of regulatory and compliance systems for compulsory specifications.
South African Bureau of Standards (SABS)	Standards Act, 2008 (Act No. 8 of 2008)	Transfer payment	The SABS aims to develop, promote and maintain South African national standards, promote quality in connection with commodities, products and services, and render conformity assessment services and matters connected therewith.
South African National Accreditation System (SANAS)	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006)	Transfer payment	The aim of SANAS is to accredit or monitor for Good Laboratory Practice compliance purposes organisations that fall within its scope of activity; promote accreditation as a means of facilitating international trade and enhancing South Africa's economic performance and transformation; promote competence and equivalence of accredited bodies; and promote the competence and equivalence of GLP-compliant facilities.

Name of entity	Legislative mandate	Financial relationship	Nature of operations
Industrial Development Corporation (IDC)	Industrial Development Corporation Act, 1940 (Act No. 22 of 1940)	Self-funded	The IDC's mandate includes proactively maximising its development impact through effective and sustainable industrial development, not only in South Africa, but across the continent. It is further mandated to contribute to an inclusive economy by, among others, funding black-owned companies, black industrialists, women- and youth-empowered enterprises.
Competition Tribunal	Competition Act, 1998 (Act No. 89 of 1998)	Transfer payment	The Competition Tribunal is an independent adjudicative body. It is required to grant exemptions, authorise or prohibit large mergers or prohibit a merger, adjudicate in relation to any conduct prohibited in terms of chapter 2 or 3 of the Act, and grant an order for costs in terms of section 57 of the Act on matters presented to it by the Competition Commission.
International Trade Administration Commission of South Africa (ITAC)	International Trade Administration Act, 2002 (Act No. 71 of 2002)	Transfer payment	The aim of the ITAC, as stated in the Act, is to foster economic growth and development in order to raise incomes and promote investment and employment in South Africa and within the Common Customs Union Area by establishing an efficient and effective system for the administration of international trade subject to this Act and the Southern African Customs Union agreement. Its core functions are customs tariff investigations, trade remedies, and import and export control.
Competition Commission	Competition Commission Act, 1998 (Act No. 89 of 1998)	Transfer payment	The Competition Commission was established in terms of the Competition Act, 1998, to regulate competition between firms in the market.

Name of entity	Legislative mandate	Financial relationship	Nature of operations
Takeover Regulation Panel (the Panel)	Companies Act, 2008 (Act No. 71 of 2008), as amended read with Companies Regulations 2011, as amended from time to time	Self-funded	The main objective is to maintain the integrity of the marketplace and ensure fairness to the shareholders of regulated companies. Panel oversees transactions or offers that could affect regulated companies in compliance with Parts B and C of Chapter 5 of the Companies Act and the takeover regulations. The Panel also aims to provide shareholders with the necessary information to make informed decisions about such transactions and to give regulated companies and shareholders sufficient time to obtain advice.

PART B

Performance Information





1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The AGSA currently performs certain audit procedures on the performance information. The level of assurance provided may be reasonable (an opinion) or limited (a conclusion) or none (findings) as predetermined by the AGSA. Assurance in the form of an audit opinion or conclusion on the usefulness and reliability of the reported performance information is currently included in the management report. Material findings are reported in the auditor's report.

Refer to page 302 of the Report of the Auditor-General, published as Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1. Service Delivery Environment

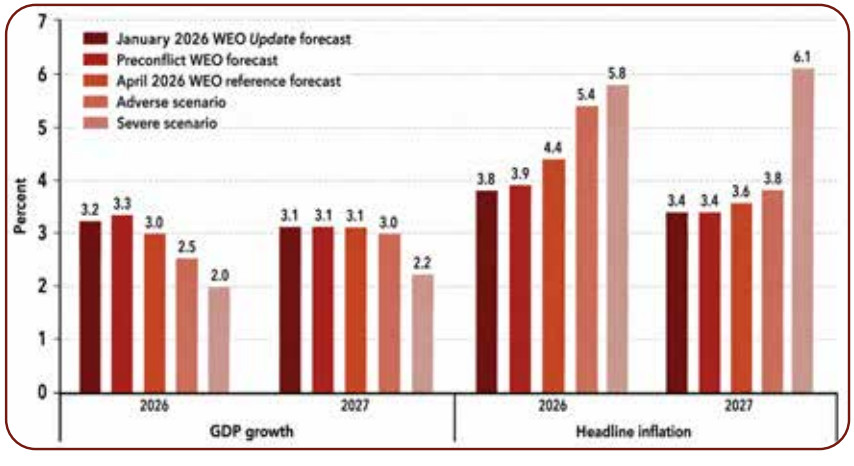
Global economic context

Global economic growth is expected to slow to 3,1% in 2026 and slightly recover to 3,2% in 2027, which is lower than the 3,4% growth seen in 2024 – 2025 and below the historical average of 3,7% from 2000 – 2019. This weaker outlook is mainly due to rising trade tensions and ongoing conflicts in Ukraine and Gaza. Global inflation is projected to rise to 4,4% in 2026 before decreasing to 3,7% in 2027. Growth in advanced economies is anticipated to decline from 1,8% in 2026 to 1,7% in 2027, with limited impact from the Middle East conflict, estimated at about 0,2 percentage points (pp). The United States may experience some trade benefits, while energy-importing nations might see more significant slowdowns.

Emerging markets and developing economies are also expected to face temporary declines, with growth dropping to 3,9% in 2026 and improving to 4,2% in 2027, partly due to adverse effects from the Middle East conflict. In sub-Saharan Africa, growth is projected to be stable at 4,3% in 2026 and 4,4% in 2027, though country performance will differ. South Africa's growth is expected to be modest, rising from 1,0% in 2026 to 1,3% in 2027.

Potential positive contributors to global growth include unexpected productivity gains from artificial intelligence, successful structural reforms, and better trade negotiations. However, significant downside risks such as escalating geopolitical conflicts, domestic instability, re-evaluated technology benefits, trade disruptions, rising borrowing costs, and declining trust in economic institutions still exist. Although global growth was initially anticipated to remain stable at 3,4% for 2026 and 3,2% for 2027, projections have dropped owing to ongoing conflicts. If conflicts persist, growth could further decline to 2,5% in 2026 with inflation at 5,4%, or even lower in more severe scenarios, significantly impacting emerging markets and developing economies.

Figure 1: Global Growth and Inflation Forecasts



Source: IMF, World Economic Outlook, April 2026

Domestic economic context

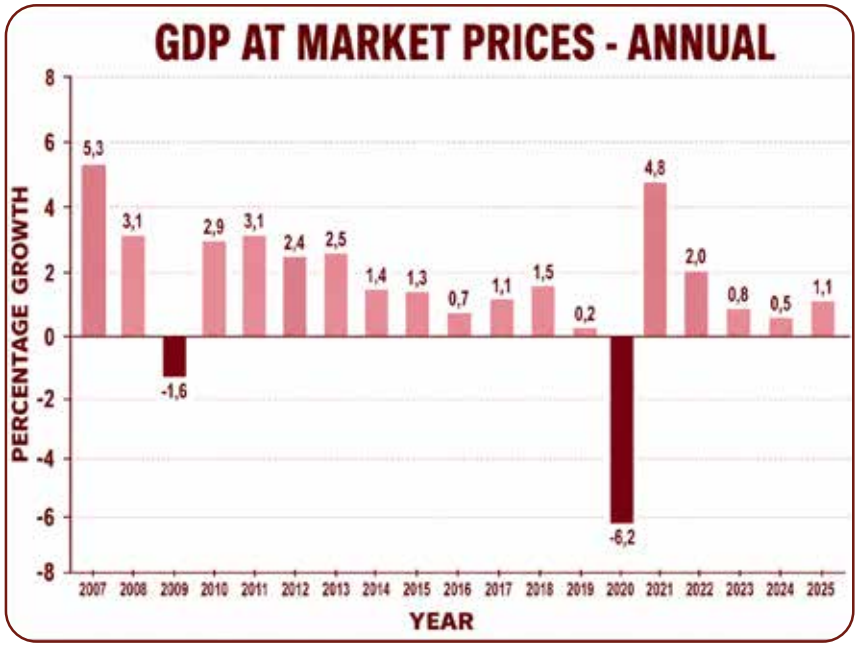
In 2025, the South African GDP grew by 1,1%, just more than double the 2024 growth of 0,5%. The expansion of the economy in 2025 came in the midst of the country's structural challenges, as well as the high US tariffs and the expiry of AGOA.

Growth during the year was supported mainly by the agriculture trade and finance sectors. Agriculture remained a positive contributor, driven by favourable La Niña-related rainfall that boosted field crops and horticulture, offsetting ongoing weakness in livestock. Growth in the trade sector was driven by the performance of the wholesale, retail, motor trade, accommodation, and food and beverages sub-sectors. The finance sector was supported by business services, financial intermediation, insurance, and pension funding.

However, growth in the manufacturing, electricity, gas and water, and the construction sectors slowed. Manufacturing contracted, due to the strain of a weak and shrinking industrial base, increased competition from abroad, subdued investment, high administered and energy-related costs, and still-fragile domestic demand. The construction sector suffered because of low private-sector and subdued public infrastructure spending.

Looking ahead, consumer spending will continue to carry the economy, underpinned by continued real income growth, relatively subdued inflation and lower interest rates.

Figure 2: SA GDP Growth



Source: Statistics South Africa

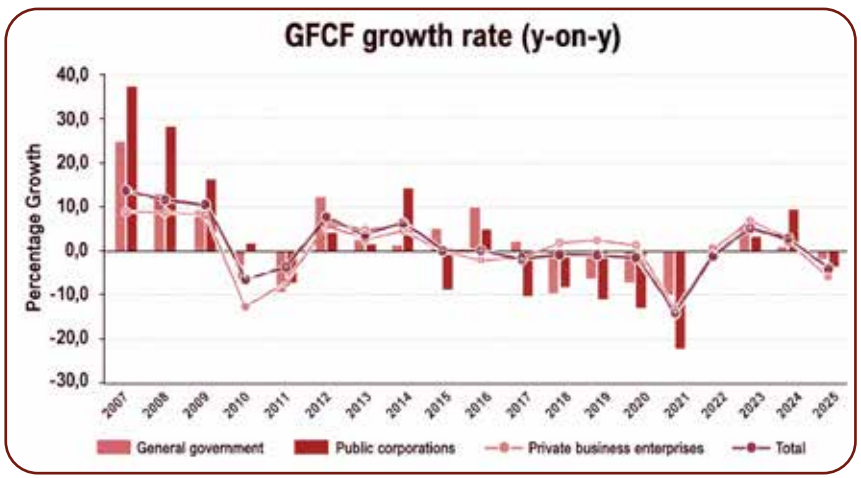
Investment

A key contributor to weak economic growth in 2025 was a significant contraction in real domestic investment of 2,2%. This was the second consecutive contraction in investment since the COVID-19 pandemic and reflected falling investment across the private-sector (-2,91%) and the general government (-0,8%), which overpowered investment growth in public corporations (0,3%). Investment as a percentage of GDP – at approximately 14% – remains stubbornly low and is currently insufficient to catalyse faster growth.

The Iran war threatens global growth, and its impact on oil prices is raising production costs. High costs and lower demand are likely to make firms more cautious when making investment decisions. Heightened uncertainty typically leads to delays in capital spending, with some companies opting to postpone or delay planned investments and hold higher cash balances instead. While improved domestic conditions (including a steadier electricity supply, easing logistical bottlenecks, and firmer commodity prices) should provide partial support, they are likely to be overshadowed by external shocks.

The government has indicated that infrastructure spending would be the main focus. Spending on buildings and fixed structures is the fastest-growing expenditure item by economic classification, increasing at an annual average of 9,7% over the medium term. The National Treasury's infrastructure plan directs over R46 billion toward critical projects, including passenger rail modernisation, water, electricity, and solid waste service improvements.

Figure 3: Domestic Investment Growth Rate



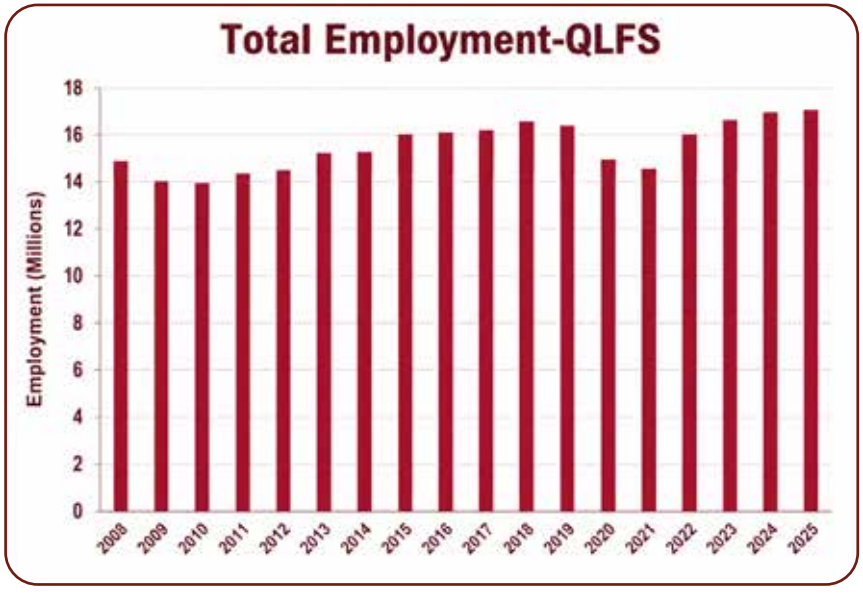
Source: Statistics South Africa

Employment

In the fourth quarter of 2025 employment reached a new historical high of 17,1 million people, an increase of 44 000 people employed and a decrease of 172 000 unemployed persons. This resulted in a decrease in the official unemployment rate to 31,4%. The growth in employment was dominated by the creation of 46 000 jobs in community and social services, followed by construction, which added 35 000 jobs, and finance which created 32 000 jobs. Approximately 98 000 jobs were lost in the trade sector, followed by 61 000 job losses in the manufacturing sector.

The labour market outlook remains uncertain, with emerging downside risks offsetting recent signs of improvement in domestic conditions. While structural constraints had begun to ease, the Iran war has introduced new headwinds. The US-Iran war has disrupted global supply chains, driving up oil prices and leading to rising energy and transport costs. This shock is expected to place pressure on oil-intensive sectors through higher input costs and potentially supply disruptions. Export-oriented sectors will feel the effects of weaker global demand. The most exposed sectors include agriculture, transport, logistics, tourism and manufacturing (particularly industries such as petrochemicals and plastics).

Figure 4: Total employment: Quarterly Labour Force Survey



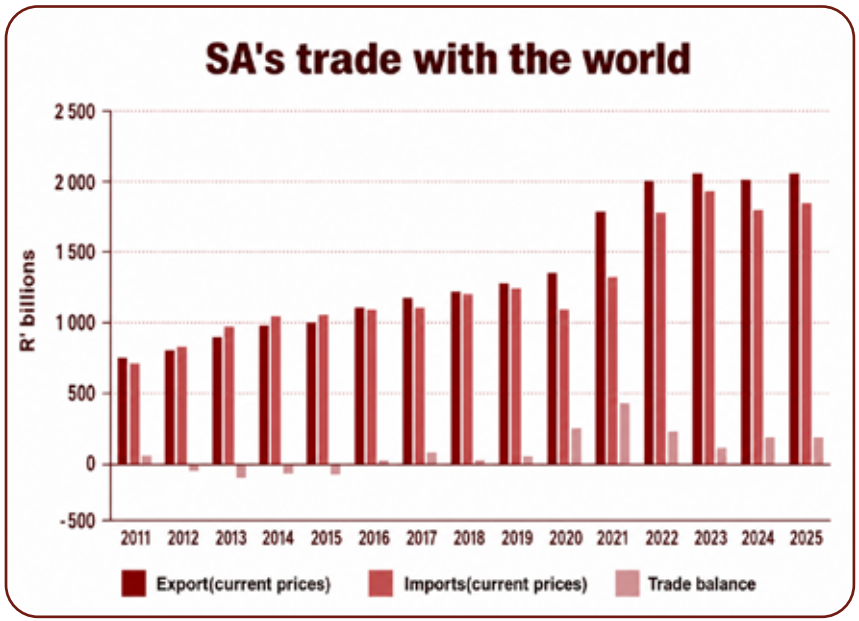
Source: Statistics South Africa

Trade Performance

The country maintained strong merchandise exports, with the overall trade surplus for the year at R198 billion, mainly due to electricity, which increased by 35%, followed by agriculture, which soared by 11%, and mining, which grew by 5% in 2025.

South Africa's largest export partners remained China, Germany and the US, while import partners were China, India and Germany. The United States remained South Africa's third-largest global export market and an unavoidable source of foreign direct investment. Despite generating significant job creation in critical sectors like automotive and agriculture, the bilateral trade relationship faced severe pressure from US-imposed tariffs, prompting South Africa to urgently pursue trade diversification.

Figure 5: South African trade with the world



Source: Quantec

Trade with Africa

South Africa's exports to Africa decreased to R566 billion in 2025 from R568 billion in 2024, while imports fell to R169 billion from R189 billion in the same period resulting in a trade surplus of R387 billion for the calendar year. South

African exports to the continent fell due to mining, which plummeted by 18%; agriculture, which fell by 2%; and manufacturing, which fell by 1,1% in 2025.

The Southern African Development Community (SADC) was the most significant trading bloc for South Africa, both in terms of exports and imports, accounting for approximately 90% of all South Africa's exports to Africa. Key markets in SADC were Mozambique, Botswana, Namibia, Zimbabwe and Zambia.

Africa and South Africa's trade prospects are expected to improve gradually, but very substantially in the medium to long term as the continent-wide agreement on the African Continental Free Trade Area (AfCFTA) is implemented. South Africa formally began exporting using AfCFTA trade preferences in January 2024.

Figure 6: South African trade with Africa



Source: Quantec

In summary, the global and domestic economic environments were quite challenging in the year under review and **the dtic** was called upon to provide additional support in a range of sectors to assist them to weather the deteriorating market conditions, especially in the steel, automotive, cement and sugar industries. Moreover, the deterioration in the investment outlook and investment rates contributed materially to the challenges that **the dtic** experienced in meeting several of its targets in the year under review.

2.2. Service Delivery Improvement Plan

Service delivery improvement enhances the quality, accessibility, and efficiency of the Department's services; it ensures that **the dtic** adheres to the Batho Pele ('People First') principles and meets the needs of the service users. We are committed to upholding service standards and ensuring that complaints are handled promptly. The Department is also striving to identify root causes of service delivery failures and improve our services and procedures.

Main services and standards

Main services	Beneficiaries	Current/ actual standard of service	Desired standard of service	Actual achievement
N/A	N/A	N/A	N/A	N/A

Batho Pele arrangements with beneficiaries (Consultation access, etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
N/A	N/A	N/A

Service delivery information tool

Current/actual arrangements	Desired arrangements	Actual achievements
N/A	N/A	N/A

Complaints mechanism

Current/actual arrangements	Desired arrangements	Actual achievements
N/A	N/A	N/A

2.3. Organisational environment

The Department's Employer Value Proposition (EVP) remains anchored in three core pillars: quality relationships, intellectual excellence, and operational excellence. This value proposition reinforces the Department's position as an employer of choice by clearly articulating the benefits and opportunities available to prospective employees. Additionally, it reminds current employees of the value and opportunities available within the Department.



The Department operated within a constrained fiscal environment for the majority of the period under review as a result of Cabinet-endorsed reprioritisation measures, limitations within the Compensation of Employees' budget, and the implications of directives issued by the Department of Public Service and Administration (DPSA) regarding the filling of posts. These factors placed considerable pressure on the Department's ability to recruit into critical roles. Consequently, employees have assumed broader responsibilities to safeguard operational continuity in areas affected by persistent vacancies, and an internal optimisation process was undertaken to strategically redeploy personnel to priority functions in support of service delivery. Through this exercise, 353 resource requirements were identified, of which 179 were finalised, while as of 31 March 2026, 174 (related to vacancies, contract appointments and secondments) remain in progress.

During the 2025/26 financial year, the Department's collaboration with the Government Technical Advisory Centre (GTAC) produced a draft version of a refined macro-organisational structure which was consulted with internal stakeholders and organised labour. This is the product of a partnership that was struck with GTAC in 2023/24, intended to develop a responsive and fit-for-purpose organisationa l structure.

Vacancy management

The vacancy rate decreased from 15,6 % on 31 March 2025 to 14,5% on 31 March 2026. This represents a reduction of 1,1%. Resolving vacancies was prioritised and monitored according to specific batches.

Employment Relations

The Department maintained a stable and constructive engagement with organised labour during the period under review as of the 57 disciplinary matters addressed, 56 were resolved through informal mechanisms and an average of 22 days was taken to conclude the process. Non-disclosure of financial interests remains the most common form of misconduct followed by insubordination.

A total of 42 grievances were lodged which means that grievances represent 4,1% of the Department's workforce. Grievances at Senior Management Service (SMS) level were resolved within an average of 29 days, while SMS-level grievances took an average of 71 days to conclude. This reflects deviations from the set turnaround times of 30 days and 45 days, respectively and thus improving turnaround times will remain a priority focus area in the forthcoming reporting cycle.

Employee health and wellness

The Department continued to prioritise employee well-being by supplementing the presence of the on-site health clinic with a 24-hour counselling service. A range of wellness initiatives, including campaigns and virtual sessions, were implemented to support employees' physical, emotional and social well-being. These interventions were also extended to include employees' immediate support networks to deepen their impact.

Performance management

To strengthen accountability and track individual performance, the Department utilised an automated Performance Management and Development System. This system has enhanced the monitoring of performance outputs and reinforced adherence to service delivery standards through real-time tracking capabilities. A total of 97,5% of employees concluded performance agreements and targeted interventions were implemented to address non-compliance.

Towards intellectual excellence

An SMS skills audit was completed during the previous financial year, and interventions stemming from this were rolled out during the 2025/26 financial year. These interventions included the following, among others: financial management, monitoring and evaluation, and coaching for leadership.

During the reporting period, 2 392 attendees participated in various planned, ad hoc training initiatives. The introduction of e-learning platforms has improved accessibility and flexibility in training delivery. In addition, 125 employees benefited from the Department's bursary scheme, enabling them to pursue a range of qualifications across different levels. During the 2025/26 financial year the bursary scheme recipients included: 11 certificates, nine diplomas, four advanced diplomas, 37 undergraduate students, 31 Honours degree students, 25 Masters degree students, and eight PhD students.

Implementation of transformation targets

The Employment Equity Committee continued to monitor progress made towards achieving the Department's transformation objectives.

As of 31 March 2026, the Department has made the following significant strides:

- Developed an Employment Equity Plan that has been submitted to the Department of Employment and Labour (DEL).
- Exceeded the national target for representation of persons with disabilities by 2,8%, as persons with disabilities make up 4,8% of the workforce.
- Surpassed Cabinet's 50% target for SMS positions occupied by women by 6% as women represent 56% of SMS positions, demonstrating the Department's commitment towards gender parity in leadership.
- Advanced youth employment, as 22 interns from the intake of 31 during the 2024/25 financial year remained employed within the Department.

Relevant Court rulings

During the 2025/26 financial year, 13 court judgements were granted in matters involving the Department. It is worth noting that nine judgements were in favour of **the dtic** and three were awarded against **the dtic**, and one unopposed judgement.

The judgements are fully set out below:

NAME OF MATTER	SUMMARY OF FACTS	JUDGEMENT
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.	Opposed, judgement dismissed with costs in favour of **the dtic**.
Association of Meat Importers and Exporters vs ITAC, Minister of Trade, Industry & Competition and others	On 31 March 2026, the Constitutional Court found in favour of the Minister, ITAC and other respondents, dismissing the leave to appeal application brought by the Association of Meat Importers and Exporters (AMIE). The application stems from an earlier High Court and Supreme Court of Appeal decisions that dismissed AMIE's applications to challenge the former Minister's decision in 2022 to accept ITAC recommendations to extend existing anti-dumping duties on certain frozen bone-in portions of fowls.	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.**

NAME OF MATTER	SUMMARY OF FACTS	JUDGEMENT
Urgent Application: Employee X & Employee Y vs SABS, the CEO of SABS, Minister & 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	Opposed and in favour of **the dtic.**
ITAC, Minister & Another vs Association of Meat Importers and Exporters (AMIE) & Another	SCA application challenging a High Court judgement 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 judgement. Costs were 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 & Another (Ditsebi)	Defendants misappropriated **the dtic** internship scheme funds and have evaded service of summons for recovery. **the dtic** sought an order granting us 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	JUDGEMENT
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 Licence, 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 reenrolled until Plaintiff complies. Costs reserved.	Opposed and in favour of **the dtic.**
Tongaat Hulett Limited (In Business Rescue) and Four Others // South African Sugar Association and Further Respondents, SCA Case No. 605/2024	Application to set aside the finding of the High Court that Section 136(2)(a) of the Companies Act, permitting suspension of contractual obligations during business rescue proceedings not applicable to statutory obligations. SCA upheld the High Court judgement and dismissed the application with costs. Applicants sought leave to appeal to the Constitutional Court.	Opposed and in favour of **the dtic.**

NAME OF MATTER	SUMMARY OF FACTS	JUDGEMENT
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.	Judgement against **the dtic.**
Wina Njalo RF (Pty) Ltd vs The Minister of Trade, Industry and Competition	The court ruled in favour of the Applicants. The judgement reviewed and set aside the Minister's decision to extend the bid validity for the Fourth National Lottery Licence until 31 May 2026. The Minister was directed to determine a successful applicant by 28 May 2025. The invalidity of the Temporary Licence was suspended for 5 (five) months.	Judgement against **the dtic.**

NAME OF MATTER	SUMMARY OF FACTS	JUDGEMENT
The Minister of Trade, Industry and Competition vs Wina Njalo RF (Pty) Ltd (Appeal)	Following the High Court judgment in favour of Wina Njalo, which reviewed and set aside the Minister's decision relating to the process for the appointment of the successful bidder for the Fourth National Lottery Licence, the Minister applied for leave to appeal against the judgment. On 19 June 2025, the High Court dismissed the Minister's application for leave to appeal, with costs. In dismissing the application, the Court also found that the matter had become moot, as the Minister had subsequently announced the successful bidder for the Fourth National Lottery Licence.	Judgement against **the dtic.**
Blind SA v President of the Republic of South Africa	The court ruled in favour of Blind SA to temporarily include a new provision, section 19D of the Copyright Act, which permits authorised 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

2.4. Key policy developments and legislative changes

- The Department responded to the Liquor Amendment Bill, 2025, a Private Member's Bill introduced by Ms VN Mente of the Economic Freedom Fighters (EFF) in the Portfolio Committee on Trade, Industry and Competition.
- The Department presented to the Standing Committee on Finance, Economic Opportunities and Tourism of the Western Cape Provincial Parliament provided a detailed overview of the challenges and parliamentary processes pertaining to the National Gambling Amendment Bill, 2018.

The Department's presentation to the Small Business Development Portfolio Committee covered the progress of the national credit regulations and the General Laws Amendment (Omnibus) Bill among other items.

- The liquor regulations are under review to address stakeholder comments and the documents have been submitted to the Office of the Chief State Law Adviser for vetting.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

3.1. Significant achievements: MTDP 2024/29

South Africa's total exports reached **R2,1 trillion** to the **rest of the world** and **R544 billion** to the **rest of Africa** between 1 April 2025 and 31 March 2026. To drive this growth, **the dtic** utilised the EMIA Group offerings to financially support a total of 553 South African companies to participate in 27 export promotion initiatives and activities across the globe.

The Department facilitated export expansion and market diversification through two major strategic pillars:

Global Export Support (Rest of the World): R2,1 trillion

- **Total Companies Supported:** 553 South African companies.
- **Promotional Activities:** 27 export promotion initiatives across the globe.
- **Strategic Context:** These efforts were actively targeted at assisting SMMEs, creating local jobs, and opening alternative markets to alleviate the impact of international trade tariffs and headwinds.

Continental Export Support (Rest of Africa): R544 billion

- **Total Companies Supported:** 288 South African companies.
- **Promotional Activities:** 11 export promotion initiatives across Africa.
- **Strategic Context:** These events specifically targeted growing the footprint of local manufacturers and value-added services in the rest of Africa, taking advantage of trade frameworks like the African Continental Free Trade Area (AfCFTA).

3.2. Achievement per Programme

Programme 1: Administration

Outcome	Outcome Indicator	Five-year target	Progress
A capable and professional public service	% of staff engaged through performance excellence culture survey	80% of staff engaged	0% of staff engaged, mainly due to the delay in the appointment of a service provider.
	% of entities achieving 80% performance annually	100% entities achieving 80% performance annually	72% of the entities achieving 80% performance annually.
	Unqualified audit opinion for both financial and non-financial performance	Unqualified audit opinion for both financial and non-financial performance	Unqualified audit opinion for both financial and non-financial performance.
	(%) of procurement contracts approved towards women-owned businesses	40% women	42% of procurement spent on women-owned businesses.
	(%) of procurement contracts approved towards youth-owned businesses	30% youth	28% of procurement spent on youth-owned businesses.
	(%) of procurement contracts approved towards PWD-owned businesses	3% PWD	2% of procurement spent on PWD-owned businesses.

Programme 2: Trade

Outcome	Outcome Indicator	Five-year target	Progress
Reindustrialisation Increased investment, trade and expand tourism	African Continental Free Trade Area Agreement (AfCFTA) implemented and exports to the rest of the continent increased	Thirty countries trading under the AfCFTA	Fourteen non-SADC countries have started trading under the AfCFTA (*Algeria, Cameroon, Egypt, Ethiopia, Ghana, Kenya, Morocco, Nigeria, Rwanda, Tunisia, Burundi, Uganda, the Gambia, Sierra Leone*) Eleven SADC countries have gazetted tariff schedules and started trading under the AfCFTA (Botswana, Mozambique, Mauritius, Namibia, Tanzania, Zambia, South Africa, Eswatini, Lesotho, Malawi, Seychelles)

Outcome	Outcome Indicator	Five-year target	Progress
	Number of economic interest strategies implemented to increase exports and investment from key trading partners and potential trading partners	Implementation of 15 Economic interest strategies	Six economic interest strategies have been finalised, bringing the cumulative number to 11 over the MTDP reporting period.
Energy security and just energy transition	Number of trade instruments deployed to promote South Africa's just transition to a low carbon economy	Five Trade instruments deployed to promote South Africa's just transition to a low carbon economy	Two Trade instruments deployed
Strategic market access for exports to global markets	Increase access to strategic markets	Identify and resolve at least 10 key trade barriers (tariff and non-tariff) for South African businesses in strategic markets, reducing their impact within five years	During the period under review, seven key trade barriers were resolved for South African companies trading under the AfCFTA. The main challenges encountered include: i. the use of incorrect rules of origin certificates ii) non-application of AfCFTA rates due to the need to upgrade IT systems; ii. the imposition of domestic duties and taxes in addition to AfCFTA duties; iii. other unilateral trade measures imposed by importing countries, such as Kenya.
Transformation: Improved access to affordable and quality health care	New Patents Act enacted to ensure integration with flexibilities under the WTO Trade-related Aspects of Intellectual Property (TRIPS) Agreement	Patents Bill enacted	First draft of the Patents bill prepared. Work is still ongoing on further amendments to consider the latest Treaties adopted in WIPO.
	Designs Amendment Act to provide better legal certainty and support to creators and businesses in the design sector and align with changes to the utility model in the Patents Act	Designs Amendment Bill enacted	First draft of the Designs Amendment bill prepared. Work is still ongoing on further amendments to consider the latest Treaties adopted in WIPO.

Outcome	Outcome Indicator	Five-year target	Progress
	Number of WTO reform outcomes attained thereby contributing to the modernisation and fairness of the multilateral trading system	One WTO reform outcome attained	Three Africa Group Agreements on WTO reform submitted to the WTO General Council
Capable State: **Red tape reduction** **Improved governance and performance of public entities**	% increase in prosecutions of illicit trade	-	-
Re-industrialisation **Increased investment, trade and expand tourism**	Increased % of products exported under existing preferential Trade Agreements	Utilisation at 90%	Current utilisation rates under existing preferential trade agreements are: AfCFTA 3,85% SADC-EU EPA 85% SADCM-UK EPA 91% SACU-MERCUSOR 30,8%

Programme 3: Investment and Spatial Industrial Development

Outcome	Outcome Indicator	Five-year target	Progress
Reindustrialisation ***Increased investment, trade and expand tourism***	Rand value of investments secured through greenfield and brownfield investments including SEZs and Industrial Parks	R2 trillion investments secured	2024/25 Financial year: R310,1 billion 2025/26 Financial year: R822,619 billion

Outcome	Outcome Indicator	Five-year target	Progress
	Number of new Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy	Four New SEZs designated for investment (Fetakgomo Tubatse, Bojanela, Vaal, Boegebaai) attracting R50 billion investment	On 3 March 2026, the Minister published his intention to designate the Vaal SEZ, requesting the public to provide comments on the designation. On 29 January 2026, the Minister approved the designation of Fetakgomo-Tubatse SEZ. The designation was then presented to the DG and Minister's ESIEID Cluster on 26 February 2026 and 4 March 2026 respectively. The designation was supported by both clusters. Furthermore, the Cabinet Memo has been signed by the DG and forwarded to the Ministry.
	Number of Cross-Border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)	Two Cross border SEZ partnerships established Musina-Makhado-South Africa and Zimbabwe Nkomazi – SA and Mozambique	MOU Signed on 3 December 2025, between Republic of South Africa and the Government of the Republic of Mozambique on Economic Cooperation to, under Article 6 (g) (iii): Strengthen the Target achieved in Q3 Development of priority value chains and related trade facilitation protocols at the ports of entry for enabling cross-boarder economic collaboration between Nkomazi Special Economic Zone and Port of Maputo. MOU Signed on 26 December 2025, between the Industrial Zones Programme and Mozpark Holdings (Mozambique) to establish collaborative arrangements to develop and operationalise SEZ-based cross-border value chain collaboration and economic and trade facilitation corridors between SA and Mozambique. MoU signed on 17 March 2026 between the IZP and Eswatini Investment Promotion Authority to develop cross-border SEZ collaboration.

Outcome	Outcome Indicator	Five-year target	Progress
	Number of linked trade corridors anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value-added goods	Two Strategic trade-led corridors established unlocking export capacity of R15 billion Gauteng-Eastern Cape: Automotive export corridor Nkomazi-Maputo: agro-processing export corridor	MOU signed on the 26 December 2025 between Mozparks Holdings and **the dtic's** IZP programme, to establish mechanisms for SEZ co-operation focusing on agro-processing, mineral beneficiation and manufacturing value chains between the two countries. The MoU also targets trade facilitation and corridor integration, promoting the alignment of SEZ with existing trade corridors. Lease agreement signed between DP World and Nkomazi SEZ, to develop rail corridor between South Africa and Mozambique to enhance the logistical efficiencies between ports.
	Increase in the land area of existing SEZs to provide more space for targeted investments in key sectors	Increase in the land area of three existing SEZs to provide more space for targeted investments in key sectors Dube Trade Port, COEGA, Tshwane unlocking R15 billion in investment	Two expansions: 1) Dube Tradeport On 26 January 2026, Minister approved the expansion of Dube TradePort to increase the land area of the SEZ by 752ha. The expansion was gazetted on the 6 February 2026. 2) Coega Expansion On 16 March 2026, DG supported the expansion of the Coega SEZ, increasing the land area by 8ha. The submission has been sent to Ministry. Total land area increased: 760ha.

Outcome	Outcome Indicator	Five-year target	Progress
	Number of industrial parks developed 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	Forty-five industrial parks developed into competitive infrastructure platforms for supporting diversified sectors and linked to value chains in township and rural areas and their enterprises, under the new model of implementation R50 million value of new investments and tenants supported to locate in 45 IPs. Six diversified sectors are supported across IPs in townships and rural areas to the value of R50 million. Ten new artisan incubation hubs in 10 IPs with 1000 artisans developed. 10 digital infrastructure hubs supported to enable 100 ICT enterprises.	
	Number of prototypes commercialised	Thirty prototypes commercialised in key priority sectors	Ten prototypes were funded for commercialisation in the 2025/26 FY. Of these 4 were from grassroots innovators from (townships/rural areas) and 6 were from SMME innovators.

Outcome	Outcome Indicator	Five-year target	Progress
Reindustrialisation *Increased employment and work opportunities*	Number of people skilled through partnerships with private-sector firms	A total of 10,000 people skilled through partnerships with private-sector firms	-
	Number of unemployed people who completed a Digital Literacy course	A total of 500 000 unemployed people completed a digital literacy course	-
Skills upgrading in firms	Number of worker champions in receipt of skills upgrading for increased firm	1 970 fully funded interns placed in Metros in key strategic areas such as Town Planning, Engineering, Local Economic Development: This target was removed and replaced by the number of champions per annum (2025/26: 370; 2026/27: 400; 2027/28: 400)	Target for number of worker champions trained: 370 Achieved number of worker champions trained: 473
	Increase spend in workplace-based placement internships from 7% to 30%	30%	Work done includes the following: On 14 August 2025, **the dtic** presented to the quality partner forum, a proposed collaboration in order to increase workplace-based internships on a national scale for the next 5 years. On 30 January 2026 a meeting was held between **the dtic** and the QCTO to discuss cooperation on increased work integrated learning placements of in-service trainees. The QCTO agreed to do a situational analysis to be finalised by March 2026

Outcome	Outcome Indicator	Five-year target	Progress
			On 11 November 2025 **the dtic** presented proposed skills interventions at the inter-ministerial meeting between the Minister of DHET and **the dtic**. A Joint working group was formed and met on 05 December 2025. The Skills unit met with the DHET Just Energy Transition (JET) Skills desk on 18 November 2025 to consult on preliminary targets for JET internships. On 17 February 2026, **the dtic** attended the national JET NEV Workforce & Skills Workstream of DHET, which agreed to set a date for a one-on-one meeting with **the dtic** on the modalities to develop a NEV skills plan in support of SAAM for 2026/27.
Capable State: ***Red tape reduction Improved governance and performance of public entities***	Number of new one-stop shop established in six provinces	Six new one-stop shops rolled out in six provinces to unlock 120 investment projects	One new one-stop shops rolled out in the Northern Cape
Effective policy	Number of new Fusion Centres established to undertake regulatory reform for acts, regulations, licensing, permits and registrations. This will result in 10% improvement in the ease of doing business and red-tape reduction.	Four	The Fusion Centre was launched at SAIC on 31 March 2026 The Tracking Dashboard was developed and an online Registration Form created. The webpage for the Fusion Centre is available on the InvestSA website https://www.investsa.gov.za/the-dtic-fusion-centre/
	Number of investor surveys conducted in support of the government's red tape reduction initiatives	Ten investor surveys conducted on investor services biannually	Two biannual investor surveys conducted

Programme 4: Sectors

Outcome	Outcome Indicator	Five-year target	Progress
Re-industrialisation **Increased investment, trade and expand tourism**	Increased % of manufacturing growth through the implementation of a National Industrial Policy	1% increase in manufacturing growth through the implementation of the National Industrial Policy	National Industrial Policy was presented to Cabinet. The manufacturing sector decreased by 0,6%
	Regional value chains to drive SA competiveness and exports of manufactured products	Three Regional value chains in critical sectors developed (e.g. autos, pharmaceuticals, agro-processing, etc.)	**Agro-Processing** • South Africa's total exports reached a record R581,5 billion by the end of the fourth quarter of 2025/26 and agriculture contributed R268,7 billion, the highest level since the COVID-19 pandemic. The agriculture exports grew year-on-year by an average of 9% when compared to the fourth quarter of 2024, which was R243,7 billion.
	% of global market share for processed critical minerals: Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, lithium, rare earth elements (REE), graphite and cobalt) chrome; iron ore	5% of global market share for processed critical minerals	• 13,8% of global market share for processed critical minerals: Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, rare earth elements (REE), graphite and cobalt); chrome; iron ore. **Note:** Sourced from official data which computed RSA's global market share for processed mineral over the past five years.
	Rand value of procurement for locally manufactured goods and services	R500 billion	R86,6 billion increase in the procurement value of locally manufactured goods and services
	Percentage reduction in rail transport cost for strategic sectors	10% reduction in the importation of rail transport equipment	Total imports increased by 0,5% from R3 653 383 000 in 2024 to R 3 672 001 000 in 2025, an increase of R18 618 000
	Development of the rail tariff reduction support programme	Implementation of the approved rail tariff reduction support programme and achieve 15% reduction in the cost of rail transport.	Rail tariff reduction support programme was not developed due to delays in the finalisation of the Global Benchmarking Report. Programme will be expedited in first quarter of 2026/27.

Programme 5: Regulation

Outcome	Outcome Indicator	Five-year target	Progress
	Number of legislation developed to reduce red tape	One Omnibus Bill	One draft Omnibus Bill was developed and submitted to the Accounting Officer for comments. Further work is being done to address the Accounting Officer comments
	Number of legislation amended for an enabling environment, inclusive growth and red tape reduction	Seven	5 Regulations
	Number of interventions to streamline processes for **the dtic** entities to enable red tape reduction	Two interventions streamlined for **the dtic** entities	3 interventions
	Reduced turnaround times of **the dtic** entities on processes, applications and permits by 30% to reduce red tape and create and enabling environment	Turnaround times reduced by 30% on processes, applications and permits in **the dtic** entities	A number of entities responded to reduction of turnaround times by 30%. A report was produced and submitted to EA.

Programme 6: Incentives

Outcome	Outcome Indicator	Five-year target	Progress
Reindustrialisation ***Increased employment and work opportunities***	Number of jobs created through sectoral interventions	40 000 jobs created through sectoral interventions	6 060 jobs created through sectoral interventions.
	Number of digital economy jobs created by the GBS sector	150 000 digital economy jobs created by the GBS sector	3 857 digital jobs created through the GBS incentive. 26 410 digital jobs reported by the GBS Sector from April 2025 to March 2026 (BPESA).
Reindustrialisation ***Increased investment, trade and expand tourism***	Rand value of export revenue of Global Business Services	R20 billion	R11,7 billion

Programme 7: Exports

Outcome	Outcome Indicator	Five-year target	Progress
Re-industrialisation ***Increased investment, trade and expand tourism***	Rand value of exports	R3 trillion exports to the world	Annual: April-March (2025/26) The value of South Africa's total exports to the rest of the world reached **R2.1 trillion** during 01 April 2025 – 31 March 2026. During the period 01 April 2025 to 31 March 2026, the Department funded through the EMIA Group offering, the participation of **553** South African companies in **27** export promotion events to assist exports to international markets. The breakdowns of these companies are: 432 x SMMEs; 357 x Black-owned entities. 213 x women-owned entities. 46 x youth-owned entities
		Increase African exports to R1,1 trillion.	Annual: April – March (2025/26) The value of South Africa's total exports to the rest of the Africa reached **R544 billion** during 01 April 2025 – 31 March 2026. During the period 01 April 2025 to 31 March 2026, the Department funded through the EMIA Group offering, the participation of **288** South African companies in **11** export promotion events to assist exports to international markets. The breakdowns of these companies are: 223 x SMMEs; 195 x black-owned entities, 110 x women-owned entities, 30 x youth-owned entities.

Outcome	Outcome Indicator	Five-year target	Progress
	Value of exports from SEZs under the AfCFTA	R75 billion in exports in year 5	Since the implementation of the AfCFTA framework in 2024, the value of South Africa's exports to Africa under the preferential trade agreement has reached **R2 620 953 942.00**. Twenty-five countries have started implementing the preferential trade under the AfCFTA. Of these 25 countries, 14 are from non-SADC and 11 SADC countries. To track the value of export from the SEZs the Department is conducting a survey with companies in SEZs to capture the value of exports under the AfCFTA. The progress is as follows: • The first phase was the development of a questionnaire – Done • The second phase is taking onboard SEZ entities and Companies – Ongoing • The third phase is to conduct a SEZ Export Development Programme with • SEZs and Companies – To be finalised
	Rand value of funding from competition and transformation settlement commitments for SMMEs, women and youth and people with disabilities	R2 billion funding from competition and transformation settlement commitments	Annual: April – March (2025/26) During the period 01 April 2025 to 31 March 2026, the Department funded through the EMIA Group offering, the participation of **432** South African companies in **27** export promotion events to assist exports to international markets. The breakdowns of these companies are: • 432 x SMME; • 357 x black-owned entities. • 213 x women-owned entities. • 46 x youth-owned entities.

Programme 8: Transformation and Competition

Outcome	Outcome Indicator	Five-year target	Progress
Reindustrialisation ***Increased employment and work opportunities***	Number of job opportunities created	250 000 job opportunities created in the Social Employment Fund	106 807
	Number of unemployed youth trained	200 000 Transformation & Competition interventions (YES Programme)	40 242
Transformation ***Economic Transformation and equitable inclusion of women, youth and persons with disabilities for a just society***	Rand value of transformation fund aggregated and disbursed	R100 billion aggregated and disbursed	**Aggregated:** **R54bn** (inclusive of R51,8 billion five-year commitment by Afreximbank). **Disbursements:** **R4,7bn** aggregated disbursements (IDC, NEF, BI, EEIP & CC).
	Number of workers with shares in their companies	**800 000** workers with shares in their companies	584 421
Reindustrialisation ***Increased investment, trade and expand tourism***	Rand value of funding from competition and transformation settlement commitments for SMMEs, women and youth and people with disabilities	R2bn	R17,8bn

Programme 9: Research

Outcome	Outcome Indicator	Five-year target	Progress
Reindustrialisation	Approval of Accelerated Energy Roadmap by the Minister	One Accelerated Energy Roadmap approved by the Minister by 2026	0 – Accelerated Energy Roadmap not yet developed, work is continuing and will be finalised in the 2026/2027 Financial Year.
Increased employment and work opportunities		Ten negotiated price agreements between Eskom and firms to improve the competitiveness of key industrial sectors	0 – Negotiated price agreements between Eskom and firms not concluded. Work is continuing and will be finalised in the 2026/2027 Financial Year.
Digitalisation	Roadmap developed (in partnership with Operation Vulindlela Digital Transformation Team) for shared public infrastructure economic reforms	One Digital Roadmap approved by the Minister for implementation	Digital Roadmap developed.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1. 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 increases 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.

c. **List the institutional outcomes that each programme contributes.**

Capable State and Transformation.

d. **Outcomes, Outputs, Output Indicators, Targets and Actual Achievements**

the dtic continued to advance inclusive procurement and broaden economic participation during the 2025/26 financial year by creating opportunities for designated groups to participate in the Department's supply chain. Of the R350,111,289.96 in procurement contracts approved during the reporting period, 42% (R147,713,909.92) was awarded to women-owned businesses, 28% (R96,541,512.39) to youth-owned businesses, and 2% (R8,483,489.56) to businesses owned by Persons with Disabilities. These interventions demonstrate the Department's commitment to leveraging public procurement as a mechanism to promote inclusive economic growth, expand market access and support the participation of historically underrepresented groups in the economy.

In an effort to advance its Employment Equity objectives by promoting the representation, development and inclusion of designated groups within the Department, as at 31 March 2026, Persons with Disabilities constituted 4.8% of the Department's workforce, with representation of 1.9% at the Senior Management Service (SMS) level and 4.1% at the Middle Management Service (MMS) level. In addition, 69% of Persons with Disabilities participated in skills development initiatives during the reporting period. The representation of women in SMS positions stood at 56%, demonstrating continued progress towards gender equity in senior management. Youth representation stood at 6.4% as at 31 March 2026.

Table 2.4.4.1:

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Capable State and Transformation	Procurement contracts approved towards women-owned businesses	**Indicator 1:** (%) of procurement contracts approved towards women-owned businesses	PWD-owned businesses 1% (R938 702,04) women-owned businesses 42% (R46 417 465,16) Youth-owned businesses 47% (R52 783,81)	40% of procurement spent on women-owned businesses	40% women-owned businesses	0% women-owned businesses	40%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	N/A
	Procurement approved towards youth-owned businesses	**Indicator 2:** (%) of procurement contracts approved towards youth-owned businesses		24% of procurement spent on youth-owned businesses	30% youth-owned businesses	0% youth-owned businesses	30%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2 .	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Procurement contracts approved towards PWD-owned businesses	**Indicator 3:** (%) of procurement contracts approved towards PWD-owned businesses		1% of procurement spent on businesses owned by persons with disabilities	3% PWD-owned businesses	PWD 2% (R8 483 489,56) Overall procurement contracts approved R350 111 289,96	1%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2 .	N/A
	An unqualified audit opinion issued by the external auditors	**Indicator 4:** Unqualified audit opinion for both financial and non-financial performance	New indicator	New indicator	Unqualified audit outcome for 2024/25 financial year	Unqualified audit outcome for 2024/25 financial year not achieved	Unqualified audit outcome for 2024/25 financial year	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	100% of entities achieving 80% performance	**Indicator 5:** Percentage of entities achieving 80% performance	New indicator	New indicator	100%	0%	100%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	N/A
	Performance Excellence Culture Survey	**Indicator 6:** % of staff engaged through performance excellence culture survey	New indicator	New indicator	50% of staff engaged	0% of staff engaged	50%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Zero tolerance for fraud and corruption	**Indicator 7:** Investigations of whistleblowing cases concluded within 60 days of reporting	New indicator	New indicator	100% of cases from the whistleblowing line investigated and recommendations for action, completed within 60 days	0% of cases from the whistleblowing line investigated and recommendations for action, completed within 60 days	100%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	Annual target was amended from 100% to 65%
	Funded skilled internships for municipalities	**Indicator 8:** Number of funded skilled internships for municipalities	New indicator	New indicator	80 interns placed	0 interns placed	80	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	Target was mistakenly allocated to the ODG; it was moved to the relevant programme

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Rand value in economic infrastructure unlocked	**Indicator 9:** Unlock R1 billion p.a. in economic infrastructure investment for three Metros	New indicator	New indicator	R1 billion	R0bn	R1 billion	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.2.	The revised growth plan has interventions related to municipalities; however, municipal-related interventions are led through Operation Vula, which has dedicated government Departments leading the interventions

Table 2.4.4.2:

Report against the re-tabled Annual Performance Plan

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
Capable State and Transformation	Procurement contracts approved towards **women-owned** businesses	**Indicator 1:** (%) of procurement contracts approved towards **women-owned** businesses	PWD-owned businesses 1% (R938 702,04) Women-owned businesses 42% (R46 417 465,16) Youth-owned businesses 47% (R52 783,81)	40% of procurement spent on women-owned businesses	40% **Women-owned** businesses	Women 42% (R147 713 909,92) Overall procurement contracts approved R350 111 289,96	2%	More participation from **women-owned** companies when procuring goods and services
	Procurement approved towards youth-owned businesses	**Indicator 2:** (%) of procurement contracts approved towards youth-owned businesses		24% of procurement spent on youth-owned businesses	30% Youth-owned businesses	Youth 28% (R96 541 512,39) Overall procurement contracts approved R350 111 289,96	-2%	Low uptake from the youth-owned businesses and the network infrastructure awarded to a bidder not falling within the targeted segment.
	Procurement contracts approved towards PWD-owned businesses	**Indicator 3:** (%) of procurement contracts approved towards PWD-owned businesses		1% of procurement spent on businesses owned by persons with disabilities	3% PWD-owned businesses	PWD 2% (R8 483 489,56) Overall procurement contracts approved R350 111 289,96	-1%	Low uptake from the PWD-owned businesses

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	An unqualified audit opinion issued by the external auditors	**Indicator 4:** Unqualified audit opinion for both financial and non-financial performance	New indicator	New indicator	Unqualified audit outcome for 2024/25 financial year	The Department achieved an unqualified audit opinion for both financial and non-financial performance	None	N/A
	100% of entities achieving 80% performance	**Indicator 5:** Percentage of entities achieving 80% performance	New indicator	New indicator	100%	According to the audited Entities' Annual Performance Reports, 72% of entities (13 out of 18) achieved a minimum of 80% performance) • CIPC 95% (20 out of 21) • Comp Com 94 % (33 out of 35) • Comp Trib 86% (18 out of 21) • CT 88% (7 out of 8)	28%	The reasons vary as reflected in the entities' Annual Performance reports. Some of the reasons are indicated below: ECIC 44% (4 out of 9): The following are some of the targets that could not be achieved: Gross Written premium due to global slowdown in trade growth Business processes automation target due to the delays in finalising system testing.

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
						• NCC 85% (17 out of 20) • NCT 100% (21 out of 21) • NEF 86% (12 out of 14) • NGB 100% (12 out of 12) • NLC 87% (13 out of 15) • NMISA 95% (20 out of 21) • SABS 80 % (20 out of 25) • SANAS 100% (18 out of 18) • TRP 100% (8 out of 8)		IDC 47% (8 out of 17: The entity could not achieve some of its disbursement targets due to a number of dependencies. ITAC 63% (20 out of 32): Due to external dependencies, the entity could not achieve some of its turnaround time targets. NRCS 67% (10 out of 15): A number of entity's targets could not be achieved due to the industrial action that took place during the financial year. NCR 79% (19 out of 24): The following are some of the targets that could not be achieved: The report on the feasibility of establishing the central credit register due to the decision taken to revise the approach to producing the report.

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
								The diagnostic study on the establishment of business credit and risk reporting in South Africa due to the second draft that did not meet the requirements.
	Performance Excellence Culture Survey	**Indicator 6:** % of staff engaged through performance excellence culture survey	New indicator	New indicator	50% of staff engaged	0% of staff engaged	50%	Delays in appointing the service provider, who is now on board. Project initiation has commenced.
	Forensic cases received and completed for investigation	**Indicator 7:** (%) of forensic cases received and completed for investigation	New indicator	New indicator	65% forensic cases received up to 31 December (end of Q3) are finalised by 31 March – year end	96% 22/23 cases have been finalised as at 31 March 2026	30%	Efficient management of resources. Improved turnaround time on the allocated investigations. Augmented capacity through the use of the External Forensic Firms.

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	Skills upgrading in firms productivity aligned	**Indicator 8:** Number of worker champions in receipt of skills upgrading for increased firm productivity	New indicator	New indicator	370 worker champions trained	432 worker champions trained	62	The number of champions trained cumulatively is 432, which is 100 champions more than the annual target. This was due to a high uptake in champions trained in quarters 1 and 3, where large enterprises with a larger staff contingent had their staff trained.

Linking performance with budgets

The programme's final appropriation increased from R876,44 million in 2024/25 to R1 billion in 2025/26, with total spending growing from R848,71 million to R936,92 million over the same period. The total expenditure of R936,92 million in 2025/26 was primarily driven by compensation of employees, goods and services and payments for capital assets. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 71 – 75.

Sub-programme expenditure

Sub-Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Ministry	67 703	60 416	7 287	59 462	59 035	427
Office of the Director General	83 971	73 585	10 386	68 189	65 168	3 021
Corporate Management Services	681 808	667 474	14 334	600 658	580 101	20 557
Office Accommodation	3 000	2 944	56	3 000	2 765	235
Financial Management	107 634	76 010	31 624	93 657	92 011	1 646
Marketing Communication and Media Relations	56 504	56 497	7	51 479	49 633	1 846
Total	**1 000 620**	**936 926**	**63 694**	**876 445**	**848 713**	**27 732**

Strategy to overcome areas of underperformance

The following strategies will be implemented to address identified capability and capacity gaps:

Skills Development Plan for Senior Managers

Informed by the outcomes of the skills audit, a targeted development plan will be rolled out for senior managers. This plan will include a combination of technical training, soft skills development and structured on-the-job coaching to strengthen leadership and operational effectiveness.

Workplace Skills Plan (WSP)

The Workplace Skills Plan will be implemented to support employee development at levels below senior management, ensuring alignment of skills development initiatives with organisational needs and priorities.

Performance Improvement Plans will be implemented to address individual performance gaps.

Organisational Culture Review

A comprehensive review of organisational culture will be undertaken to address issues related to low morale, burnout, and systemic organisational barriers that may be impacting performance and productivity.

Targeted Recruitment Drive

A focused recruitment initiative will be conducted to fill prioritised vacancies to strengthen organisational capacity and ensure critical roles are adequately resourced.

To improve entity performance, the Department is tracking the implementation of the corrective measures identified by the entities and holding quarterly meetings on performance to assist the entities in areas of underperformance.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.



4.2. 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 and bilateral African trade relations aimed at deepening regional integration.

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

c. **List the institutional outcomes that each programme contributes.**

The achievements of Programme 2, listed below, contributed directly to **the dtic's** apex outcomes:

- **Re-industrialisation:** through trade agreements that support localisation, EVs, batteries and green manufacturing.
- **Job Creation:** by protecting export markets, enabling value-added exports, and supporting industrial value chains.
- **Transformation:** by embedding inclusive trade commitments and expanding access to new markets for emerging exporters.
- **Building a Capable State:** through effective diplomacy and strong multilateral leadership.

These outcomes align with government's strategic priorities to:

- Drive inclusive economic growth and job creation
- Build deeper African regional integration
- Position South Africa competitively in a changing global economy.

Prioritisation of Women, Youth and Persons with Disabilities

At policy level the Trade Branch actively advanced inclusion in its service delivery environment through the ratification of the AfCFTA Protocol on Women and Youth in Trade. This will ensure targeted support for women- and youth-owned enterprises in continental trade. AfCFTA awareness programmes were held that included women, youth, and SMMEs to improve utilisation of trade preferences.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

During the 2025/26 financial year, the Trade Branch (Programme 2) delivered a strong and strategically aligned performance within a highly volatile global trade environment characterised by rising protectionism, geo-economic fragmentation, and subdued global growth. Despite these constraints, the Branch achieved or exceeded most of its priority outputs and output indicators, while managing areas of underperformance largely attributable to external and partner-country dependencies rather than domestic policy failures.

4.2.1. African Continental Free Trade Area (AfCFTA)

Outcome: Increased intra-African trade supporting regional development.

Key achievements

- 14 non-SADC countries commenced preferential trading with South Africa under the AfCFTA, while 11 SADC countries, including South Africa, gazetted tariff schedules and began trading.
- South Africa successfully exported approximately R820-million worth of goods under AfCFTA preferences during the period, covering value-added products such as machinery, appliances, food products, apparel and plastics.
- Cabinet approved and Parliament processed South Africa's ratification of the Protocol on Competition Policy and the Protocol on Women and Youth in Trade, embedding inclusive trade directly into the continental rules framework.
- Substantial progress was made on Phase 2 and Digital Trade Protocols, including adoption of the Intellectual Property Rights annexes by the AU Summit and Cabinet processing of the Digital Trade Protocol.

These contributions directly advance the following outcomes

- Increased regional integration and industrialisation
- Expansion of new export markets beyond SADC
- Positioning South Africa as a lead architect of development-orientated trade rules in Africa.

4.2.2. Economic Diplomacy and Strategic Trade Partnerships

Outcome: Strengthened trade and investment relations with priority global partners.

Key achievements

- Six economic interest strategies were implemented, exceeding the APP target of five, covering Saudi Arabia, UAE, France, Russia, Türkiye and India.
- Strategic engagement with China progressed through the China–Africa Economic Partnership Agreement for Shared Development (CAEPA), including submission of a draft early harvest offer to SACU and national constituencies.
- High-level engagements in emerging markets contributed to export and investment diversification, mitigating over-reliance on traditional markets.

Contribution to departmental outcomes

- Strengthened Economic diplomacy
- Increase export diversification and resilience
- Aligned trade policy with industrialisation and re-industrialisation objectives

- Strengthened South Africa's positioning in high-growth and non-traditional markets.

4.2.3. Trade Relations with the United States

Outcome: Preservation of market access for South African exports.

Key achievements

- AGOA preferences were retained until 31 December 2026, securing continued preferential market access for key export sectors.
- A SACU tariff offer was finalised, consulted through NEDLAC, approved and formally submitted as the basis for a potential reciprocal trade agreement.
- Proactive engagement was initiated in response to the Section 301 investigation, safeguarding South Africa's trade interests.

Contribution to departmental outcomes

These interventions ensured:

- Protection of existing export flows and jobs,
- Strategic positioning for a longer-term trade framework with the US.

4.2.4. European Union and United Kingdom Engagements

Outcome: Trade agreements supporting industrialisation and the green transition.

Key achievements

- Agreement with the EU on extended cumulation rules for electric vehicle batteries, enabling deeper localisation and supporting South Africa's EV value chain.
- Signature of the EU–South Africa Clean Trade and Investment Partnership (CTIP), a first-of-its-kind arrangement linking trade, investment and climate goals.
- Progressed negotiations with the UK on tariffs, quota regimes and cumulation, with several issues advanced despite partner-side policy constraints.

Contribution to outcomes

These interventions supported:

- Green industrialisation,
- Upgrading of manufacturing capabilities,
- Integration of South African firms into future-facing global value chains.

4.2.5. Multilateral Leadership: G20, WTO and Global Trade Governance

Outcome: Enhanced South Africa's influence in global trade reform.

Key achievements

- Successful leadership of the G20 Trade Track, securing consensus on inclusive growth, green industrialisation and WTO reform.
- Submission of three Africa Group proposals on WTO policy space, special and differential treatment, and agriculture.
- Initiation of WTO dispute processes defending South African agricultural exports against unjustified regulatory measures.

Contribution to outcomes

The Branch reinforced South Africa's role as:

- A leading voice of the Global South
- An advocate for a fairer, rules-based global trading system supportive of development.

Table 2.4.4.3

Report against the originally tabled Annual Performance Plan until date of re-tabling

*****The programme did not make any revisions to the Annual Performance Plan 2025/26*****

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Increased exports to the rest of the continent	Implementation of the AfCFTA to increase SA exports to the rest of the continent.	**Indicator 10:** Number of countries that have started trading under the AfCFTA	New indicator	Eleven countries have started trading under the AfCFTA (excluding SADC).	Twenty countries have started trading under the AfCFTA (excluding SADC)	0 countries started trading under the AfCFTA (excluding SADC)	20	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 11:** Number of economic interest strategies implemented for key trading partners	New indicator	Five Economic Interest Strategies and implementation plans developed for key trading partners	Five Economic Interest Strategies implemented for key trading partners	0 Economic Interest Strategies implemented for key trading partners	5	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 12:** Maintain sustainable trade relations with the US	New indicator	Draft AGOA Utilisation Strategy for South Africa	Maintain sustainable trade relations with the US, including through an agreed TIFA work programme with the US and the formal relaunch of the TIFA	Sustainable trade relations with the US, including through an agreed TIFA work programme with the US and the formal relaunch of the TIFA not maintained	Maintain sustainable trade relations with the US, including through an agreed TIFA work programme with the US and the formal relaunch of the TIFA.	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 13:** Number of issues agreed with the EU under the SADC-EU EPA to expand market access	New indicator	Proposals made to the EU on increased TRQ volumes for wine, sugar and canned fruit. Proposals made to the EU on issues to enhance the SADC-EU EPA.	Three issues agreed	0 issues agreed	3	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 14:** Number of issues agreed on the SACUM-UK EPA built-in agenda to expand market access	Number of issues agreed on the SACUM-UK EPA built-in agenda to expand market access	Proposals made to the UK on increased TRQ volumes for wine, sugar and canned fruit. Proposals made to the UK on issues to enhance the SACUM-UK EPA	Three issues agreed	0 issues agreed	3	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Improved access to affordable and quality health care	Patents Act amended to ensure integration with flexibilities under the WTO Trade-related Aspects of Intellectual Property (TRIPS) Agreement. This will unlock generic production and reduce the cost of medicine in South Africa.	**Indicator 15:** Draft amendments for Patents Act submitted to Executive Authority and Cabinet for approval	New indicator	Patents Bill not published for public comments	Second draft of Patent Bill submitted to Executive Authority and Cabinet for approval	Second draft of Patent Bill not submitted to Executive Authority and Cabinet for approval	Second draft of Patent Bill submitted to Executive Authority and Cabinet for approval	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Improved access to affordable and quality health care	Designs Amendment Bill	**Indicator 16:** Draft amendments to Designs Act submitted to executive authority	New indicator	Design Amendment Bill Published not published for public comments	Second draft of Design Amendment Bill submitted to executive authority and Cabinet for approval	Second draft of Design Amendment Bill not submitted to executive authority and Cabinet for approval	Second draft of Design Amendment Bill submitted to executive authority and Cabinet for approval	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4	N/A
Strengthen diplomacy and advance SA's national interests in all international engagements	International engagements, partnerships and resolutions reflecting SA's national interests	**Indicator 17:** Coordinated efforts in G20 to advance SA's national interest	New indicator	Engagements in G20 under the Brazilian Presidency to advance SA's national interests	Key priorities identified and advanced in G20 the Trade and Investment Working Group and four outcomes agreed for SA's Presidency	Key priorities not identified and advanced in G20 the Trade and Investment Working Group and four outcomes not agreed for SA's Presidency	Key priorities identified and advanced in G20 the Trade and Investment Working Group and outcomes agreed for SA's Presidency	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Strengthen diplomacy and advance SA's national interests in all international engagements	International engagements, partnerships and resolutions reflecting SA's national interests	**Indicator 18:** Number of WTO reform outcomes attained	New indicator	Discussions in the WTO	Three Africa Group Agreements on WTO reform	0 Africa Group Agreements in WTO reforms	3	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A
Energy security and just energy transition	Trade instruments deployed to promote South Africa's just transition to a low carbon economy	**Indicator 19:** Number of trade instruments deployed	New indicator	New indicator	Two trade instruments deployed	0 trade instruments deployed	2	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Increased investment, trade and expand tourism	Regional value chains to drive SA competitiveness and exports of manufactured products	**Indicator 20:** Number of regional value chains in critical sectors developed	New indicator	New indicator	Regional value chain on autos developed	Regional value chain on autos not developed	Regional value chain on autos developed	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.4.	N/A

Table 2.4.4.4

Report against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Increased exports to the rest of the continent	Implementation of the AfCFTA to increase SA exports to the rest of the continent	**Indicator 9:** Number of countries that have started trading under the AfCFTA	New indicator	Eleven countries have started trading under the AfCFTA (excluding SADC)	Twenty countries have started trading under the AfCFTA (excluding SADC)	Fourteen non-SADC countries have started trading under the AfCFTA. *(Algeria, Cameroon, Egypt, Ethiopia, Ghana, Kenya, Morocco, Nigeria, Rwanda, Tunisia, Burundi, Uganda, the Gambia, Sierra Leone)* Eleven SADC countries have gazetted tariff schedule/started trading under the AfCFTA. *(Botswana, Mozambique, Mauritius, Namibia, Tanzania, Zambia, South Africa, Eswatini, Lesotho, Malawi, Seychelles)*	6	Not within the control of South Africa as the domestication of adopted tariff offers is dependent on national processes of other countries

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 10:** Number of economic interest strategies implemented for key trading partners	New indicator	Five Economic Interest Strategies and implementation plans developed for key trading partners	Five Economic Interest Strategies implemented for key trading partners	Six Economic Interest strategies finalised for key trading partners	One economic interest strategy not finalised	Due to ongoing global uncertainty focus shifted to alternative markets to open up access to SA goods, which resulted in more economic interest strategies being finalised than originally planned
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 11:** Maintain sustainable trade relations with the US	New indicator	Draft AGOA Utilisation Strategy for South Africa	Maintain sustainable trade relations with the US, including through an agreed TIFA work programme with the US and the formal relaunch of the TIFA.	No agreed TIFA work programme or relaunch of TIFA. A SACU tariff offer forming the basis for negotiations with the US on a reciprocal trade agreement was finalised, consulted through NEDLAC, approved and formally submitted. AGOA preferences were retained, with renewal secured until 31 December 2026, safeguarding preferential access for South African exports.	TIFA work programme not agreed or relaunched. The Department has continued negotiations with the US on a reciprocal trade agreement.	The US has indicated that the TIFA would only be discussed after the conclusion of the Agreement on Reciprocal Trade between SA and the US.

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
								Constraints encountered, including US domestic legal developments and sequencing decisions, were outside the Department's control, however the Department led a calibrated and defensive trade strategy in response to evolving US trade policy dynamics.
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 12:** Number of issues agreed with the EU under the SADC-EU EPA to expand market access	New indicator	Proposals made to the EU on increased TRQ volumes for wine, sugar and canned fruit. Proposals made to the EU on issues to enhance the SADC-EU EPA.	Three issues agreed	One issue agreed - Agreement with the EU on extended cumulation rules for electric vehicle batteries, increasing allowable non-originating material thresholds and supporting local battery manufacturing.	Two issues not agreed	Ongoing engagement on tariff rate quotas (TRQs) and geographical indications (GIs), although no additional agreements were concluded due to EU review processes and policy constraints

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Increased investment, trade and expand tourism	Increased exports and investment from key trading partners and potential trading partners	**Indicator 13:** Number of issues agreed on the SACUM-UK EPA built-in agenda to expand market access	Number of issues agreed on the SACUM-UK EPA built-in agenda to expand market access	Proposals made to the UK on increased TRQ volumes for wine, sugar and canned fruit. Proposals made to the UK on issues to enhance the SACUM-UK EPA.	Three issues agreed	No issues agreed Negotiations with the UK advanced and entail additional market access for wine, sugar, canned fruit, cumulation for autos in exchange for lower duties for UK EVs and additional market access for pork, ice cream and cheese.	Three issues not agreed	Ongoing engagement on cumulation for EVs, tariff rate quotas (TRQs) and geographical indications (GIs), although no additional agreements were concluded due to UK review processes and policy constraints
Improved access to affordable and quality health care	Patents Act amended to ensure integration with flexibilities under the WTO Trade-related Aspects of Intellectual Property (TRIPS) Agreement. This will unlock generic production and reduce the cost of medicine in South Africa.	**Indicator 14:** Draft amendments for Patents Act submitted to executive authority and Cabinet for approval	New indicator	Patents Bill not published for public comments	Second draft of Patent Bill submitted to Executive Authority and Cabinet for approval	Second draft of Patent Bill not submitted to executive authority and Cabinet for approval	Second draft of the Patents Bill was not prepared and submitted to Executive authority and Cabinet for approval	Work is still ongoing on further amendments to consider the latest Treaties adopted in WIPO

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Improved access to affordable and quality health care	Designs Amendment Bill	**Indicator 15:** Draft amendments to Designs Act submitted to Executive Authority and Cabinet for approval	New indicator	Design Amendment Bill Published not published for public comments	Second draft of Design Amendment Bill submitted to Executive Authority and Cabinet for approval	Second draft of Designs Amendment Bill not submitted to Executive Authority and Cabinet for approval	Second draft of Design Amendment Bill was not submitted to Executive Authority and Cabinet for approval	Work is still ongoing on further amendments to consider the latest Treaties adopted in WIPO
Strengthen diplomacy and advance SA's national interests in all international engagements	International engagements, partnerships and resolutions reflecting SA's national interests	**Indicator 16:** Coordinated efforts in G20 to advance SA's national interest	New indicator	Engagements in G20 under the Brazilian Presidency to advance SA's national interests	Key priorities identified and advanced in G20 the Trade and Investment Working Group and four outcomes agreed for SA's Presidency	The following four priorities were identified and advanced under SA G20 Presidency: Trade and inclusive growth Responsive trade and investment agenda to address the challenge of global commons G20 framework on green industrialisation and investments WTO Reform These key priorities were advanced in the G20 Trade and Investment Working Group meetings and Chair's Text concluded. The G20 Trade Ministers reached an agreement on a Joint Trade Ministerial Statement.	None	N/A

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Strengthen diplomacy and advance SA's national interests in all international engagements	International engagements, partnerships and resolutions reflecting SA's national interests	**Indicator 17:** Number of WTO reform outcomes attained	New indicator	Discussions in the WTO	Three Africa Group Agreements on WTO reform	The Department strengthened multilateral leadership, enhancing South Africa's standing as a voice for developmental trade reform. Three Africa Group Agreements on WTO Reform. These include: policy space special and differential treatment Agriculture	None	N/A
Energy security and just energy transition	Trade instruments deployed to promote South Africa's just transition to a low carbon economy	**Indicator 18:** Number of trade instruments deployed	New indicator	New indicator	Two trade instruments deployed	The department ensured that trade policy actively supported South Africa's just transition agenda Two trade instruments deployed: Signature of the EU–South Africa Clean Trade and Investment Partnership (CTIP).	None	N/A

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
						Expansion of the Automotive Production and Development Programme (APDP) to include electric vehicles. Progress was also made on enabling exports of sustainable aviation fuel		
Increased investment, trade and expand tourism	Regional value chains to drive SA competitiveness and exports of manufactured products	**Indicator 19:** Number of regional value chains in critical sectors developed	New indicator	New indicator	Regional value chain on autos developed	Regional value chain for autos not developed	Work on regional value chain for autos is ongoing. SACU Council of Ministers approved the terms of reference for the development of the smart specialisation strategy on automotive and critical mineral beneficiation. The SACU Council of Ministers agreed that the engagements with Algeria and Egypt commence on the proposed	Consultations both within governments but also with stakeholders in the affected sectors within SACU member states

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
							Industrial Partnership Agreement by March 2026, and that South Africa, as the Chair, initiate and co-ordinate engagements with Algeria and Egypt following endorsement of the proposed Industrialisation Partnership Agreement (IPA)	

Linking performance with budgets

The programme's final appropriation increased from R242,83 million in 2024/25 to R319,21 million in 2025/26, with total spending growing from R237,07 million to R308,91 million over the same period. The total expenditure of R308,91 million in 2025/26 is primarily driven by compensation of employees, and goods and services. Additionally, R146,87 million was disbursed to International Trade Administration Commission, a regulatory institution of the Department, and R21,46 million to international organisations of which South Africa is a member. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 88 – 95.

Sub-programme expenditure

Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
International Trade Development	300 300	290 716	9 584	225 905	220 155	5 750
African Multilateral Economic Development	18 913	18 203	710	16 927	16 924	3
Total	**319 213**	**308 919**	**10 294**	**242 832**	**237 079**	**5 753**

Strategy to overcome areas of underperformance

Countries trading under the AfCFTA

This is not within SA's control as domestication/gazetting of tariff schedules is dependent on member states' national processes. The constraint is a member-state readiness, not South Africa's commitment or capacity. South Africa adds a country into the Customs and Excise Act as soon as domestic processes are concluded to ensure SA companies tap into the new markets. South Africa has fully met its own AfCFTA obligations and continues to advocate for accelerated implementation through bilateral and continental platforms. Focus should shift towards utilisation and sector-specific value chains rather than country counts.

Issues agreed with the EU under the SADC-EU EPA to expand market access

Limited progress on geographical indications (GIs) and agricultural tariff rate quotas (TRQs) due to stalled reviews and internal partner consultations. The internal processes in the EU are ongoing to add Karoo Lamb as a GI to the list of South African protected products under the EPA. Continued technical engagement is underway with the EU and political engagement may be needed to unlock the EPA review process.

Issues agreed on the SACUM-UK EPA built-in agenda to expand market access

Parties to convene a meeting to advance discussions on the GI protocol, including the amendments of the protected lists, while consultations are underway to build on progress made. Political engagement may be needed to unlock the GI and TRQ challenges.

Patents Bill and the Designs Amendment Bill

Delays stemmed from the need to align with newly adopted WIPO treaties. South Africa is ensuring that reforms are future-proofed and internationally compliant. Technical assistance from WIPO has been secured to strengthen the Bill. Legislative reform remains a priority to support innovation-driven growth.

Regional value chains on autos

Partial achievement due to the complexity of regional co-ordination. Foundational institutional decisions have been secured, enabling accelerated implementation in the next financial year.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.

4.3. 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 increase 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 inter-departmental clearing house. This sub-programme also provides a specialist advisory service, fast-tracks and unblocks processes, and reduces bureaucratic red tape for investors.

iii. **Investor Support and 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 (SEZs) and Industrial Parks (IPs) and 'township' economic initiatives, among others.

c. **List the institutional outcomes that each programme contributes:**

- **Investment Mobilisation:** Drive a target of R2 trillion over five years (2029)
- **Strategic Support:** Support the implementation of the Country Investment Strategy.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

During the 2025/26 financial year, the Investment and Spatial Industrial Development branch achieved significant milestones:

- Mahindra South Africa has launched a state-of-the-art assembly plant in the Dube TradePort. The partnership between AIH Logistics and Mahindra South Africa began in 2018 with a semi-knockdown (SKD) facility at the Dube TradePort, initially producing 200 vehicles per month. Operations have since scaled up markedly, now assembling 390 cars monthly and over 28 000 vehicles to date. The company invested R70 million in expanding the business at the new premises. Discussions are underway with Mahindra to transition into a CKD plant. An MOU has been signed between Mahindra and the IDC to take the discussion further.
- Saint-Gobain Africa launched a new fibre cement manufacturing plant in Brakpan, Gauteng, on 27 January 2026. The new facility, a R500-million investment, marks a significant local manufacturing investment and forms part of Saint-Gobain's long-term commitment to strengthening South Africa's industrial base through localisation, skills development, and sustainable construction solutions.
- The Go Global office was opened in China in November 2025, following an agreement between InvestSA and China, to strengthen and further facilitate trade and investment.
- Haleon South Africa (Pty) Ltd, a consumer healthcare company, launched the expansion of its Cape Town facilities on 21 August 2025. The company plans to expand its product range and production in Cape Town in the healthcare sector, bringing new products and the latest technology to South Africa and the region.
- A R1,7-billion investment was made by Africhlor Chemicals in a chlor-alkali chemical plant producing chlorine and caustic soda - industrial inputs critical to water treatment, paper manufacturing, and agriculture. The investment will result in 565 declared direct jobs, representing a compelling import substitution story that reduces South Africa's dependence on imported industrial chemicals.
- On 31 March 2026, the President of South Africa hosted the Presidential Investment Conference, where international and local

investors converged in Sandton to reaffirm their commitments to South Africa as a preferred investment destination and to glean information about the latest development and trends in the sectors. The delegates were also briefed on national priorities and structural reforms undertaken to improve the ease of doing business in South Africa.

- The Minister approved the designation of the Fetakgomo-Tubatse Special Economic Zone (SEZ) in the Limpopo Province. The designation was then presented to the ESIEID Cluster Technical Clearing House, and the cabinet memorandum has now been sent to Cabinet for noting. The Fetakgomo-Tubatse SEZ provides a secure business environment and offers a world-class manufacturing and logistics platform that will be positioned to support transportation efficiencies through road, rail, and heliport connectivity to ports and border posts. This SEZ development will unlock R10 billion in investment in phase 1, creating 1 200 job opportunities.
- The Minister also published his intention to designate the Vaal SEZ, requesting the public to provide comments on the designation. This SEZ is anticipated to reignite industrialisation in southern Gauteng by establishing multi-sectoral and multi-site SEZ.
- The Vaal region presents a compellingly unique value proposition as a thriving regional value-adding industrial economy which effectively leverages its comparative locational attributes and resource endowments. In addition to spearheading the revival of the existing industrial manufacturing base, the Vaal SEZ is set to re-industrialise the region through various catalytic investments.
- On 7 April 2025, the Atlantis SEZ hosted the opening of Zone 1 and the Quantum V3 sod-turning ceremony. The event marks a significant milestone in the region's journey towards sustainable industrial growth. It serves to strengthen partnerships and foster collaboration among key stakeholders, focusing on the practical implementation of the just transition in Atlantis.
- Another sod-turning ceremony was held in La Montagne in the City of Tshwane in July 2025, to mark the construction of a reservoir to provide water to the Tshwane Automotive SEZ (TASEZ). The construction site, a crucial element of TASEZ's Phase 2, was officially turned over to MES Major Projects, a wholly black-owned local company. The appointed contractor is one of the success stories of the TASEZ.
- An MoU between **the dtic** and the Ministry of Trade and Industry in the Republic of Türkiye has been concluded. The primary objective of the MoU is to catalyse potential investment from Turkish investors into the South African SEZs. The MoU also serves to establish relations with the Turkish Ministry of Trade based on South Africa's new industrialisation path. During August 2025, a South African SEZ investment attraction mission and benchmarking roadshow with the Turkish Industrial Development Zones was initiated to facilitate the execution of the MoU.
- On 3 December 2025, a MoU on Economic Co-operation was signed between Republic of South Africa and the Government of the Republic of Mozambique. Pursuant to Article 6 (g) (iii) of the agreement, both parties commit to strengthening the development priority value chains and related trade facilitation protocols at the ports of entry. This will enable cross-border economic collaboration between the Nkomazi Special Economic Zone and the Port of Maputo.

- Public consultations also took place regarding the Minister's intention to expand the Coega SEZ to establish a Pharmaceutical and Vaccine precinct. A second public consultation session was held on 7 April 2025 at the Aspen Pharmaceutical company site with several key stakeholders. The application has been approved by Director-General and sent to Ministry.
- In October 2025, the African Development Bank (AfDB) announced that its Board of Directors approved financing of $75 million for Nyanza Light Metals. The funding will support the development, construction, and operation of an 80 000 tonnes per annum (tpa) titanium dioxide pigment manufacturing plant in the Richards Bay Industrial Development Zone (RBIDZ).
- On 26 January 2026, the Minister signed the gazette notice for the designation of the expansion of the Dube Tradeport, and the final gazette notice for the expansion was published on 6 February 2026.
- The Khoebo Innovation Promotion Programme (KIPP) approved funding for ten black-owned companies for the commercialisation of their locally developed innovations. Four of the companies are women-owned, three of which are based in the former township areas and one in the urban area. The sectors include chemicals, cosmetics, clothing and textiles and ICT. Three of the companies operate in the animal health, manufacturing and agro-processing sectors.
- The Fusion Centre, an initiative led by the Department, was launched in March 2026 to address regulatory constraints and administrative bottlenecks that delay project implementation for investors and businesses. In alignment with the Energy One Stop Shop (EOSS), the Fusion Centre provides a single national entry point through which challenges can be logged, monitored, tracked, and escalated across government structures to ensure expedited resolution.

Through the EOSS, the Single Window Application Portal (SWAP) will enable Independent Power Producers (IPPs) within the renewable energy sector to seamlessly navigate the multiple permitting authorities involved across the end-to-end renewable energy value chain.

Through a single integrated platform, IPPs will be able to submit applications via one portal, with the system facilitating automated routing to the relevant government Departments and agencies. This approach eliminates the need for applicants to engage individually with multiple institutions, reduces duplication of information, and assigns a unique project reference number to enable efficient tracking by both government entities and applicants. The Fusion Centre collaborates closely with national, provincial, and municipal authorities to promote co-ordinated decision-making and improved turnaround times. This positions the government as an active and responsive partner in facilitating investment.

Table 2.4.4.5

Report against the originally tabled Annual Performance Plan until date of re-tabling

The branch did not make any revisions to the Annual Performance Plan 2025/26*

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation and transformation	Investment attracted through greenfield and brownfield investments in targeted sectors including Special Economic Zones and Industrial Parks	**Indicator 21:** Rand value of investment attracted through greenfield and brownfield investments in targeted sectors including Special Economic Zones and Industrial Parks	R291.54bn	R310.1bn	R450bn	0	R450bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	New Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy	**Indicator 22:** Number of new Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy	Two applications (Namakwa SEZ and the expansion of Coega SEZ for a Pharmaceutical and Vaccine Hub) were assessed and submitted to the Minister for consideration One application (Fetakgomo Tubatse SEZ) was referred back for further amendments.	1	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Cross-Border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)	**Indicator 23:** Number of Cross-Border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)	New indicator	New indicator	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Linked trade corridor anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value-added goods	**Indicator 24:** Number of linked trade corridor anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value-added goods	New indicator	New indicator	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Land area of existing SEZs increased to provide more space for targeted investments in key sectors	**Indicator 25:** Increase in the land area of existing SEZs to provide more space for targeted investments in key sectors	New indicator	New indicator	2	0	2	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Industrial parks developed into competitive infrastructure platforms for supporting diversified sectors	**Indicator 26:** Number of industrial parks developed into competitive infrastructure platforms for supporting diversified sectors	New indicator	New indicator	Ten IPs developed to assist enterprises and investments for enabled localisation / manufacturing operations (including townships and rural areas	0 IPs developed to assist enterprises and investments for enabled localisation / manufacturing operations (including townships and rural areas	10	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Prototypes commercialised	**Indicator 27:** Number of prototypes commercialised	New indicator	One prototype for commercialisation of innovation projects achieved.	10	0	10	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	New one-stop-shops rolled out in 6 provinces	**Indicator 28:** Number of new One-Stop Shop rolled out in six provinces	2	0	2	0	2	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	New Fusion Centre to undertake regulatory reform for Acts, Regulations, Licencing, Permits and Registrations	**Indicator 29:** Number of new Fusion Centres to undertake regulatory reform for Acts, Regulations, Licensing, Permits and Registrations	0	0	2	0	2	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Investor facilitation surveys conducted to support investor satisfaction	**Indicator 30:** Number of investor facilitation surveys conducted to support investor satisfaction	New indicator	New indicator	Bi-annual investor survey reports	Bi-annual investor survey reports not achieved	Bi-annual investor survey reports	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Renewable Energy Independent Power Producers projects unblocked through EOSS	**Indicator 31:** Number of unblockings through EOSS	New indicator	New indicator	38	0	38	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	% Increase in workplace-based placement internships from 7% to 30%	**Indicator 32:** Percentage Increase in workplace-based placement of internships	New indicator	New indicator	Increase of 8% Total: 15%	0	Increase of 8% Total: 15%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Demand-led skills plan in place for each masterplan developed	**Indicator 33:** Number of demand-led skills plans in place for each masterplan developed	New indicator	New indicator	Two high-priority sector-led skills plans implemented	Two high-priority sector-led skills plans not implemented	Two high-priority sector-led skills plans implemented	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.6.	N/A

Table 2.4.4.6

Report against the re-tabled Annual Performance Plan

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
Industrialisation and transformation	Investment attracted through greenfield and brownfield investments in targeted sectors including Special Economic Zones and Industrial Parks	**Indicator 20:** Rand value of investment attracted through greenfield and brownfield investments in targeted sectors including Special Economic Zones and Industrial Parks	R291,54bn	R310,1bn	R450bn	R822,619bn	R372,619bn	Through focused international, presidential, and ministerial visits, a higher level of attraction was achieved

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	New Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy	**Indicator 21:** Number of new Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy	1	1	1	On 3 March 2026, the Minister published his intention to designate the Vaal SEZ, requesting the public to provide comments on the designation. On 29 January 2026, Minister approved the designation of Fetakgomo-Tubatse SEZ. The designation was then presented to the DG and Minister's ESIEID Cluster on 26 February 2026 and 4 March 2026 respectively. The designation was supported by both clusters. Furthermore the Cabinet Memo has been signed by the DG and forwarded to the Ministry	During the financial year, two applications for designation were received; due to internal efficiencies within the SEZ unit, both applications were successfully processed for Designation	N/A

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	Cross Border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)	**Indicator 22:** Number of Cross -border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)	New indicator	New indicator	1	MOU Signed on 3 December 2025, between Republic of South Africa and the Government of the Republic of Mozambique on Economic Cooperation to, under Article 6 (g) (iii): Strengthen the Target achieved in Q3 Development of priority value chains and related trade facilitation protocols at the ports of entry for enabling cross-border economic collaboration between Nkomazi Special Economic Zone and Port of Maputo. • MOU Signed on 26 December 2025, between the Industrial Zones Programme and Mozpark Holdings (Mozambique) to establish collaborative arrangements to develop and operationalise SEZ based cross-border value chain collaboration and economic and trade facilitation corridors between SA and Mozambique.	None	N/A

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
						• MoU signed on 17 March 2026 between the IZP and Eswatini Investment Promotion Authority to develop cross- border SEZ collaboration.		
	Linked trade corridor anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value-added goods	**Indicator 23:** Number of linked trade corridor anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value-added goods	New indicator	New indicator	1	• MOU signed on the 26 December 2025 between Mozparks Holdings and **the dtic**'s IZP programme, to establish mechanisms for SEZ cooperation focusing on agro-processing, mineral beneficiation and manufacturing value chains between the two countries. The MoU also targets trade facilitation and corridor integration, promoting the alignment of SEZ with existing trade corridors. • Lease agreement signed between DP World and Nkomazi SEZ, to develop rail corridor between South Africa and Mozambique to enhance the logistical efficiencies between ports	None	N/A

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	Land area of existing SEZs increased to provide more space for targeted investments in key sectors.	**Indicator 24:** Increase in the land area of existing SEZs to provide more space for targeted investments in key sectors	New indicator	New indicator	2	2 expansions: 1. Dube Tradeport 2. Coega Expansion	None	N/A
	Industrial parks developed into competitive infrastructure platforms for supporting diversified sectors	**Indicator 25**: Number of industrial parks developed into competitive infrastructure platforms for supporting diversified sectors	New indicator	New indicator	Ten IP developed to assist enterprises and investments for enabled localisation / manufacturing operations (including townships and rural areas	Ten IPs applications for CIP Five IP appraisals in Q2 • Ezakheni IP • Collins Chabane IP • Komani IP • Laborie IP • Marksman IP Four IP appraisals in Q3 • KaBokweni Ip • Phuthaditjaba IP • Kathu IP • Madadeni IP One IP appraisals in Q4 • Elundini Agro-IP	The target of developing 10 IPs into competitive industrial platforms was not achieved during the reporting period	Lack of budget to support and develop approved IP applications

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
						Construction work done in Wild Coast IP Energy efficiency work conducted in IPs and SEZs under SESID programme with UNiDO in three Industrial Zones		
	Prototypes commercialised	**Indicator 26:** Number of prototypes commercialised	New indicator	New indicator	10	Ten prototypes approved for commercialisation	None	N/A
	New One-Stop Shops rolled out in six provinces	**Indicator 27:** Number of new One-Stop Shop rolled out in 6 provinces	2	0	1	InvestSA One-Stop Shop rolled out: The Northern Cape One-Stop Shop is fully operational.	None	N/A
	New Fusion Centre to undertake regulatory reform for Acts, Regulations, Licencing, Permits and Registrations	**Indicator 28:** Number of new Fusion Centres to undertake regulatory reform for Acts, Regulations, Licencing, Permits and Registrations	New indicator	New indicator	1	The Fusion Centre was launched at SAIC on 31 March 2026 The Tracking Dashboard was developed and an online Registration Form created The webpage for the Fusion Centre is available on the InvestSA website https://www.investsa.gov.za/the-dtic-fusion-centre/	None	N/A

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	Investor facilitation surveys conducted to support investor satisfaction	**Indicator 29:** Number of investor facilitation surveys conducted to support investor satisfaction	New indicator	New indicator	Bi-annual investor survey reports	Two Bi-annual investor satisfaction reports completed	None	N/A
Enabling environment for investment and improved competitiveness through structural reforms	Renewable Energy Independent Power Producers projects unblocked through EOSS	**Indicator 30:** Number of unblockings through EOSS	New indicator	New indicator	38	92	54	SANDF, DMPR and CAA have delivered a sizeable number of unblockings. Interventions of DG in the Presidency and the NECOM Secretariat assisted in the effective responsiveness from Departments.

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
	% Increase in workplace-based placement internships from 7% to 30%	**Indicator 31:** Percentage increase in workplace-based placement of internships	New indicator	New indicator	One agreement on annual % Increase in workplace-based placement internships by 6 – 8% per annum	Work done includes the following: On 14 August 2025, **the dtic** presented to the quality partner forum, a proposed collaboration in order to increase workplace-based internships on a national scale for the next five years. On 30 January 2026 a meeting was held between **the dtic** and the QCTO to discuss cooperation on increased work integrated learning placements of in-service trainees. The QCTO agreed to do a situational analysis to be finalised by March 2026. On 11 November 2025 **the dtic** presented proposed skills interventions at the inter-ministerial meeting between the Minister of DHET and **the dtic**. A joint working group was formed and met on 5 December 2025. The Skills unit met with the DHET Just Energy Transition (JET) Skills desk on 18 November 2025 to consult on preliminary targets for JET internships.	One agreement on annual % Increase in workplace-based placement internships by 6-8% per annum not achieved	The target for increasing workplace-based placement internships was not achieved as this activity falls outside the direct mandate of the Department of Trade, Industry and Competition (**the dtic**). While efforts were made to support skills development initiatives, the responsibility for coordinating and implementing such workplace placements primarily rests with the DHET.

Programme / Sub-programme:								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	****Actual Achievement 2025/2026**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**
						On 17 February 2026, **the dtic** attended the national JET NEV Workforce and Skills Workstream of DHET, which agreed to set a date for a one-on-one meeting with **the dtic** on the modalities to develop a NEV skills plan in support of SAAM for 2026/27.		
	Demand-led skills plan in place for each masterplan developed	**Indicator 32:** Number of Demand-led skills plans in place for each masterplan developed	New indicator	New indicator	Two high-priority sector demand-led plans implemented	Two bi-annual reports: Report received from the International Labour Organisation (ILO) report on capacity development and skills support in the leather and automotive component sectors, as part of the Productivity Ecosystems for Decent Work in support of the two sectors.	N/A	N/A

Linking performance with budgets

The programme's final appropriation increased slightly from R150,08 million in 2024/25 to R159,75 million in 2025/26, while total spending declined from R147,11 million to R146.75 million over the same period. The total expenditure of R146,75 million in 2025/26 was primarily driven by compensation of employees, and goods and services used for the execution of planned activities. The remaining expenditure comprised disbursements to provincial one-stop shops, Regional Industrial Development and Workplace Challenge Programme. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 113 – 121.

Sub-programme expenditure

Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Investment Promotion	57 738	57 727	11	49 189	49 183	6
Investment and Inter-Departmental Clearing House	7 991	2 518	5 473	17 005	14 542	2 463
Investor Support & Aftercare	2 080	1 900	180	3 423	2 919	504
Spatial Industrial Development	91 947	84 610	7 337	80 471	80 467	4
Total	**159 756**	**146 755**	**13 001**	**150 088**	**147 111**	**2 977**

Strategy to overcome areas of underperformance

Not applicable

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable

4.4. 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). In order to support this work, R2,217 billion will be transferred to technical institutions to support sectoral work on master plans, industrialisation and competitiveness improvement projects. In addition, a further R490 million will be utilised over the medium term to promote localisation, and support skill improvement intervention through non-profit organisations.

ii. **Customised Sector Programme** 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, R1,7billion will be transferred to the IDC for the Clothing, Textiles, Leather and Footwear sectors.

c. **List the institutional outcomes that each programme contributes to:**

- Re-industrialisation
- Transformation
- Capable State.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

The branch's focus in the 2025/26 financial year was predominantly on numerous key areas of work which included the finalisation of the National Industrial Policy, the Rail Sector Policy, the Electric Vehicle Battery Manufacturing Policy, the implementation of the Regional Critical Minerals (RCM) Strategy, the Hemp and Cannabis Commercialisation Policy, and the Decarbonisation Strategy.

Key achievements were made by the branch in the following areas:

Agro-Processing and Resource-Based

- The sugar industry pledged R2,1 billion towards the Transformation Fund over the next five years under the South African Sugarcane Value Chain Master Plan.
- South African Farmers Development Association (SAFDA) received funding to the tune of R34,5 million from the Jobs Fund and R50 million from Kagiso Trust to assist small-scale growers. This initiative will see eligible farmers benefit from a facility known as Early Payment on Delivery (EPOD) which is a mechanism designed to improve liquidity, and allow for timely reinvestment in farming operations.

- The Competition Commission approved the transaction between Sappi Southern Africa Limited (Sappi) and Normandien Farms (Pty) Limited. Normandien Farms will acquire the Lomati Sawmilling business (Lomati) from Sappi. Importantly, the approval was granted without conditions, enabling Sappi to move ahead with the implementation phase of the transaction and the handover occurred in September 2025. The transaction ensured the continued operation of the sawmill and the retention of 407 jobs, which will retain employment in the greater nearby Barberton community.
- South Africa's total exports reached a record R581,5 billion, by the end of the fourth quarter of 2025. Agriculture contributed R268,7 billion which is the highest level since the COVID-19 pandemic. Agriculture exports grew year-on-year by an average of 9%.
- IDC committed approximately R2,3 billion to Tongaat Hulett as a post-commencement funding, while further funding discussions remain underway to secure ongoing operations. Furthermore, the IDC has submitted an opposing affidavit for the BRPs to withdraw the liquidation application alongside other affected persons.

Automotives

- A locally produced vehicle, the BMW X3, was crowned 2025 South African Car of the Year.
- VSL Manufacturing unveiled its R750 million, purpose-built facility in Gqeberha, marking a major boost to South Africa's automotive value chain. The 51% black women-owned company partnered with Isuzu Motors South Africa (IMSAf), the Automotive Industry Transformation Fund (AITF), IDC, the Black Industrialists Scheme (BIS) and the Absa Group, to develop a metal stamping press-line plant adjacent to Isuzu's assembly site to improve operational efficiency, reduce logistics costs, lower the regional carbon footprint and drive localisation and sustainability.
- Isuzu also invested R100 million into a warehouse adjacent to this facility.
- The economic benefits for IMSAf include lower logistics costs, reduced lead times, decreased material waste caused in transit, plus significantly reduced exposure to foreign currency rate volatility.
- This expansion created 52 new jobs in Gqeberha and sustained 66 in Komani, reinforcing industrial capability and supply chain resilience. This is a clear demonstration of the impact of the implementation of the South African Automotive Master Plan (SAAM) 2035 and the Automotive Production and Development Programme (APDP).
- Chery has entered into an agreement to acquire the Rosslyn manufacturing assets, including the land, buildings and adjacent stamping facility. This marks a significant step towards re-industrialising the plant. The transaction, valued at approximately US$30 million, is expected to be concluded by mid-year, subject to regulatory approvals. This investment will primarily be directed towards the recommissioning and retrofitting of the existing facility, enabling the plant to transition from legacy production to Chery's manufacturing platform.
- The investment will be utilised to upgrade production systems, retool assembly lines and adapt the plant for multi-model production, including both internal combustion and new energy vehicles such as hybrids and battery electric vehicles. In addition, Chery intends to develop a local supplier base which will support localisation, reduce lead times and improve production flexibility and competitiveness. This approach leverages existing infrastructure and capabilities at Rosslyn, including stamping operations and an established supply chain network.
- The company has demonstrated strong commercial momentum, currently selling over 2 000 vehicles per month, with its broader group, comprising Omoda, Jaecoo and Jetour, approaching 5 000 units monthly. This scale supports the business case for local production and future model allocation.

Production is expected to commence following the completion of plant upgrades and commissioning, with indications that full-scale operations will be phased in incrementally over the medium term.

- From a socio-economic perspective, the transaction is expected to retain approximately 700 of the 800 existing employees under similar terms and conditions, preserving skills and maintaining supplier linkages within the automotive value chain. From a policy perspective, the case highlights the importance of leveraging existing industrial assets, sustained investment, and production scale to support localisation. It also reflects a broader structural shift in the sector with new entrants - particularly from China – playing an increasingly central role in driving industrial capacity, value chain development and the future growth of South African affairs.

Chemicals

Establishment of a copper sulphate plant in Randvaal, Gauteng.

- The Department, through its tariff policy intervention, enabled a significant localisation milestone in the chemicals sector with the establishment of a new copper sulphate manufacturing plant in Valley Settlements in the Randvaal Local Municipality, Gauteng.
- The intervention involved the increase of the import duty on copper sulphate from 0% to 10%, which increased competition in the domestic production environment. This strategic tariff adjustment directly supported the investment by Nanoretech Processing, which committed approximately R20 million towards the development of a new production facility. The plant commissioned in March 2026, has an initial production capacity of 300 tonnes per month (3 600 tonnes per annum) under phase 1 of a three-phase expansion plan.
- This investment marks a critical step in reducing South Africa's reliance on imported copper sulphate, a key input used in agriculture, mining, and water treatment. Based on 2025 pricing benchmarks, the facility is expected to substitute imports to the value of approximately R180 million per annum. This localisation not only improves price competitiveness for downstream industries but also enhances supply security in a strategically important chemical.
- From a socio-economic perspective, the project has created 20 permanent jobs in the initial phase with further employment expected as the plant scales in subsequent phases.

Electro-Technical

- The Hexing Group officially opened a new R10-million ZLink factory in Midrand to manufacture the ultrasonic smart water meter on 26 June 2025. This investment resulted in the creation of 20 new jobs.
- M TEC cables launched its R110-million Medium Voltage Power Cable expansion investment in Sedibeng district municipality on 22 October 2025. The expansion created an additional 68 new jobs and retained 380 existing jobs.

Industrial Policy

- Southern Wind's yacht, *SW108 Kiboko4*, was named the winner of both the Sailing Yacht category and the coveted title of Sailing Yacht of the Year at the 20th edition of the Boat International World Superyacht Awards. The prestigious ceremony celebrates the finest superyachts launched in the past year and took place on 3 May 2025 at the historic Arsenale di Venezia in Venice, Italy.
- Robertson and Caine celebrated the completion of its 3 000th boat, a Leopard 40 Powercat, marking a significant milestone in Cape Town's marine manufacturing legacy. The Leopard 40 Powercat was also the 2024 European Power Boat of the Year, signalling global acclaim for South African craftsmanship.
- Transnet SOC Ltd awarded a tender to the value of R388 million to Damen

Shipyards Cape Town (Pty) Ltd. This is for the supply, delivery, testing, training and commissioning of a classification society-registered cutter suction dredger with a cutter head power of 650kW to 750kW. This contract includes a workboat and discharge pipelines for dredging services at the Port of Durban.

National Industrial Participation

- The Minister of Trade, Industry and Competition officially opened ACTOM's state- of-the art fan manufacturing plant in Driehoek, Germiston, on 29 May 2025. The opening of the facility marked a significant milestone in South Africa's industrialisation and localisation efforts.

Liebherr – Subcontracting the assembly of Cranes (last 20%)

- Liebherr imported cranes as components in kits, partnering with All Lift to complete the final 20% of the assembly process. To support this initiative, Liebherr invested R10,2 million to upskill and certify All Lift as an official engineering subcontractor, significantly enhancing local technical capability.
- Liebherr would have previously manufactured complete cranes in Europe and shipped them directly to Africa but the interventions in the NIPP enabled the last 20% of the assembly and disassembly process to be carried out by All Lift as one of the identified local companies.
- Liebherr established a business unit in South Africa, to train and employ local staff to perform assembly operations. These technical teams are deployed as needed to perform onsite assembly operations at domestic export facilities such as Saldanha Bay and recipient port installations throughout Sub-Saharan Africa.
- **Jobs**: 100 indirect jobs and 50 retained.
- **Total revenue** (all markets): R171,6 million.

DAMEN – Subcontracting and Export Promotion – Port Of Sudan

- Damen utilised South African Maritime service providers to provide ship repair, maintenance, logistical support and technical documentation services.
- Through this initiative, Damen Shipyards Cape Town (DSCT) and other local companies became attractive and capable suppliers that are ready to be dispatched to Sudan to render repair and maintenance services.
- **Jobs**: 8 direct and 49 retained
- **Total revenue**: R43,1 million

Microsoft

- As part of its NIPP obligation through Eskom procurement, Microsoft onboarded six ISV partners who will grow their businesses in partnership with Microsoft.
- Microsoft provided support to the ISVs which assisted them to maximise profitability as they built successful cloud and Artificial Intelligence (AI) solutions and extended software to Microsoft customers. Participants in the project developed, published, and sold their software on Microsoft commercial marketplace. Microsoft's marketplace provided ISVs with an opportunity to access and export software to Microsoft clients in 144 global markets. Consequently, ISVs will sell South African-developed software to the export market.
- Although the local content of each of the software products varied, it ranges between 40% and 100%.
- The project aimed to facilitate export sales of US$1,5 million over a period of seven years.
- This program helped software developers grow their business using Microsoft's technology while keeping ownership of their applications.
- The project allowed ISVs to have access to Microsoft's large-scale clients that

smaller developers typically would not be able to access, thus introducing South African technological innovations to the global market.

- **Total revenue:** R25,9 million
- **Retained Jobs:** 3

SAAB AG Sweden

- SAAB AG Sweden directed work packages to SAAB Grintek in SA as part of its Strategic Partnership agreement in NIPP for the *enhancement of the lightweight Radar-Electronic Support Measures (R-ESM) and Communications Electronic Support Measures (C-ESM) sensors*.
- Funded by an investment from Sweden, the objective of this project was to enable SGD to expand existing antenna production facilities to meet the delivery schedules and demand for expected new orders of Sirius Compact antennas to be received during 2025 and beyond. The project focused on upgrading the facility and equipment needed to manufacture 3D-printed parts.
- The investment was estimated at R17 million with expected export sales of at least R400 million over 10 years.
- **Total revenue:** R400 million
- **Retained Jobs:** 5

Rolls-Royce

- Rolls-Royce Solutions South Africa officially launched its new training facility in Sterkfontein on 11 March 2026, facilitated by an investment of US$429,1 million by Rolls-Royce Power Systems (Germany).
- This facility marks the growth of the company over its 25 years of operations in South Africa. This new dynamic training facility was funded through the NIPP in partnership with Rolls-Royce plc. The capabilities of the new training centre will allow the organisation to give training to its own employees and customers from all over Africa in South Africa.
- South African engineers will acquire in-depth knowledge of the engine, its operation, and maintenance through training. This will be done to ensure Rolls-Royce Power Systems complaints can be done in South Africa.
- **Investment:** US$429 080
- **Technology transfer:** US$50 000

Howden Power (Pty) Ltd

- Howden Power (Pty) Ltd supports a black-owned company, Mabaka Services and Supplies (Pty) Ltd, with an interest-free loan of R800 000 to procure equipment. The equipment includes a forklift and a crane system to enhance the sustainability of the business, increase production capacity, and enable the company to grow and secure additional business.

Steel Master Plan

- The branch successfully hosted the investment seminar on battery minerals, which yielded an investment pipeline of 15 projects worth a combined value of R40 billion.
- The branch provided support to iPOWER, a Level-1 B-BBEE, 100% black women-owned company based in Midrand, which manufactures electrical distribution equipment including transformers, mini-substations, metering kiosks and switchgear. Through the Aerospace Industry Support Initiative (AISI) programme, the company obtained SABS certification for its miniature substations in December 2025, which is an essential requirement for procurement by Eskom and municipalities.
- This certification significantly enhanced market access, enabling iPOWER to secure contracts worth R34 million with the City of Tshwane and expand its product offerings to include free-standing transformers. As a result, the company has created 65 permanent jobs, relocated to a larger facility, and is positioned for continued growth as demand increases.

Rail Sector

- On 25 July 2025, the government approved an additional R48,6 billion guarantee for Transnet to ensure that all debt redemptions would be covered over the next five years, and that the entity maintains sufficient liquidity levels.
- As part of the rail reforms, the Minister of Transport announced on 22 August 2025, 11 Train Operating Companies that were conditionally awarded slots to operate on the Transnet rail network.
- As part of the 1 064 locomotives project, Alstom (BTSA) celebrated a delivery of 200 locomotives out of 240.
- On 2 December 2025, Traxtion announced a R3,4 billion investment in rolling stock. This was set as R1,8 billion for 46 locomotives and R1,6 billion for freight wagons.
- Transnet secured a R6-billion loan from the French Development Agency (AFD) and R140-million grant from the European Union (EU) for its decarbonisation initiatives. This agreement was announced amid the G20 Summit in Johannesburg in November 2025. This funding is a key part of the Just Energy Transition Partnership (JETP) and is aimed at improving Transnet's infrastructure and advancing its green hydrogen strategy.

Localisation success story in the Power Transformer sector

- ACTOM received approval from the Competition Commission and the Competition Tribunal of South Africa, to acquire the assets of transformer manufacturer SGB-SMIT Power Matla, and the branch was instrumental in providing technical and policy support throughout the whole process. The transaction, which was for an undisclosed amount, positions ACTOM as Africa's largest transformer manufacturer. For the first time, ACTOM will be able to produce Class 3 transformers of up to 500MVA and 400kV. Until now, the company manufactured only Classes 0, 1 and 2 transformers. With SGB-SMIT Power Matla's assets, ACTOM becomes the only African company able to manufacture large-scale Class 3 transformers.

Capital equipment and Allied Services Sector

- As part of advancing South Africa's industrial capacity and capability, ACTOM unveiled a 40 000m^2 transformer manufacturing factory in Pretoria West on 3 December 2025. This was formerly the Powertech Transformers' SGB-SMIT Power Matla (SSPM) subsidiary that entered into business rescue in 2023 after experiencing financial distress that resulted in lay-offs of over 12 months for the majority of the workforce. This factory is the largest transformer manufacturing plant, and its reopening ensured the recovery of 250 skilled employees.
- KSB launched a proudly South African-manufactured self-priming wastewater pump on 6 and 7 December 2025 that has enabled **the dtic** to decline exemptions for importation of these products. In support of **the dtic**'s drive for import replacement, KSB's locally designed and manufactured self-priming wastewater pumps are geared specifically for tough African operating conditions, as these wastewater pumps feature a large solids-handling capacity.

Table 2.4.4.7

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation	National Industrial Policy for promotion of industrialisation	**Indicator 34:** Increased % of manufacturing growth through the implementation of a National Industrial Policy	New indicator	Draft National Industrial Policy developed and submitted to the Accounting Officer	Increase of 0,5% manufacturing growth through the implementation of a National Industrial Policy	0% increase in manufacturing growth through the implementation of a National Industrial Policy	0,5%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	Output indicator was revised to reflect the following: Increased % towards manufacturing growth through the implementation of a National Industrial Policy

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Critical Minerals	% of global market share for processed critical minerals: (Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, rare earth elements (REE), graphite and cobalt); chrome; iron ore)	**Indicator 35:** Increased % of global market share for processed critical minerals	New indicator	Draft Regional Critical Minerals (RCM) Strategy developed. The draft Regional Critical Minerals Strategy document has informed **the dtic** inputs into the following processes:	0,5% of global market share for processed critical minerals: Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, rare earth elements (REE), graphite and cobalt); chrome; iron ore	0% of global market share for processed critical minerals: Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, rare earth elements (REE), graphite and cobalt); Chrome; iron ore	0,5%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
				The National Critical Minerals Strategy- led by the Department of Mineral Resources and Energy, Development of the Continental Critical Minerals Strategy led by the Department of International Relations and Cooperation (DIRCO). Draft funding proposal has been developed.					

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Localisation	Increase in the procurement value of locally manufactured goods and services	**Indicator 36:** Rand value increase in the procurement value of locally manufactured goods and services	R2,6798bn	R6,630bn Q3: R5 526 987 660 Note: +34% (34 of 10) R1 607 880 000 of quarterly target) Q4: R1 103 123 784 - 31% (-3.1 of 10) of R1 607 880 000 of quarterly target)	R50 billion Increase in the procurement value of locally manufactured goods and services	R0 billion increase in the procurement value of locally manufactured goods and services	R50 billion	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	% reduction in the importation of rail transport equipment	**Indicator 37:** % increase in the local production of rail transport equipment	New indicator	New indicator	10% reduction in the importation of rail transport equipment	0% reduction in the importation of rail transport equipment	10%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.	Misalignment of output and output indicator. The output indicator was revised to reflect the following: % reduction in the importation of rail transport equipment.

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	The development and implementation of the Hemp and Cannabis Commercialisation Policy	**Indicator 38:** Increase the growth of the Cannabis Industry by 10% per annum from a base of R14bn	New indicator	Finalised Hemp and Cannabis Commercialisation Policy and submitted for approval and sign-off	10% increase in the growth of the Cannabis industry per annum	0% increase in the growth of the Cannabis industry per annum	10%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Rail Costs Reduction	% reduction in rail transport costs supported by targeted subsidies and efficiency improvements	**Indicator 39:** Development of the rail tariff reduction support programme	New indicator	New indicator	Development of the rail tariff reduction support programme	Rail tariff reduction support programme not developed	Development of the rail tariff reduction support programme	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	Output revised to read as follows: Rail tariff reduction support programme for strategic sectors.

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Green manufacturing	Implementation of the EV batteries manufacturing policy	**Indicator 40:** Percentage increased in manufacturing of the EV batteries	New indicator	New indicator	Approve the EV batteries manufacturing policy	EV batteries manufacturing policy not approved	Approve the EV batteries manufacturing policy	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	Output and Output indicator were revised. Annual target was revised to "Approval of the EV batteries policy supporting local battery production"

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Percentage increase in the manufacturing of renewable energy components	**Indicator 41:** Percentage Increased on renewable energy components	New indicator	New indicator	10% increase in the manufacturing of renewable energy components	0% increase in the manufacturing of renewable energy components	10%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Implementation of decarbonisation Strategy to inform Industrial Policy, Trade policy and Policy position on Carbon Tax	**Indicator 42:** Implementation of decarbonisation Strategy to inform Industrial Policy, Trade policy and Policy position on Carbon Tax	New indicator	Draft Industry Decarbonisation Strategy submitted to accounting officer	Implementation of approved Decarbonisation Strategy through the EIP	Approved Decarbonisation Strategy through the EIP not implemented	Implementation of approved Decarbonisation Strategy through the EIP	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the programme at the end of the reporting period is recorded in table 2.4.4.8.	N/A

Table 2.4.4.8

Report against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Industrialisation	National Industrial Policy for promotion of industrialisation	**Indicator 33:** Increased % of manufacturing growth through the implementation of a National Industrial Policy	New indicator	Draft National Industrial Policy developed and submitted to the Accounting Officer	Increase of 0,5 % manufacturing growth through the implementation of a National Industrial Policy	Real gross domestic product (GDP) increased by 0,4% in the fourth quarter of 2025. The manufacturing sector decreased by 0,6%	-0,1%	Eight of the ten manufacturing divisions reported negative growth rates. The largest negative contributions were reported for the motor vehicles, parts and accessories and other transport equipment; wood and wood products, paper, publishing and printing; and food and beverages divisions.

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Critical Minerals	% of global market share for processed critical minerals: (Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, rare earth elements (REE), graphite and cobalt); chrome; iron ore	**Indicator 34:** Increased % of global market share for processed critical minerals	New indicator	Draft Regional Critical Minerals (RCM) Strategy developed. The draft Regional Critical Minerals Strategy document has informed **the dtic** inputs into the following processes: The National Critical Minerals Strategy – led by the Department of Mineral Resources and Energy, Development of the Continental Critical Minerals Strategy led by the Department of International Relations and Cooperation (DIRCO). Draft funding proposal has been developed.	0,5% of global market share for processed critical minerals: Battery grade minerals (aluminium, nickel, manganese, copper, vanadium, rare earth elements (REE), graphite and cobalt); chrome; iron ore	13,8% of global market share for processed critical minerals: Battery grade minerals (Aluminium, Nickel, Manganese, Copper, Vanadium, Rare Earth Elements (REE), Graphite and Cobalt); Chrome; Iron ore Note: Sourced from official data which computed RSA's global market share for processed mineral over the past the five years. Source: SARS, UN Comtrade stats.	13,3%	Calculation based on integrated data (i.e. volumes of raw mineral exports and slightly worked / processed minerals in the form of concentrates).

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Localisation	Increase in the procurement value of locally manufactured goods and services	**Indicator 35:** Rand value increase in the procurement value of locally manufactured goods and services	R2,6798bn	R6,630bn Q3: R 5 526 987 660 Note: +34% (34 of 10) R1 607 880 000 of quarterly target) Q4: R1 103 123 784 - 31% (-3.1 of 10) of R1 607 880 000 of quarterly target)	R50 billion increase in the procurement value of locally manufactured goods and services	R86,6bn increase in the procurement value of locally manufactured goods and services	R36,6bn	Intensified engagements with procuring entities to promote compliance with Local Content policy and encouraged support for local manufacturing. Branch also actively engaged major procurers and requested the prioritisation of the procurement of locally manufactured goods and services.
	% reduction in the importation of rail transport equipment	**Indicator 36:** % increase in the local production of rail transport equipment	New indicator	New indicator	10% reduction in the importation of rail transport equipment	Total imports increased by 0,5% from R3 653 383 000 in 2024 to R 3 672 001 000 in 2025, an increase of R18 618 000	-10,5%	Increase could be attributed to planned expenditure focused on the expansion and rehabilitation of rail infrastructure to improve logistics and increase freight movement.

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	The development and implementation of the Hemp and Cannabis Commercialisation Policy	**Indicator 37:** Increase the growth of the Cannabis Industry by 10% per annum from a base of R14bn	New indicator	Finalised Hemp and Cannabis Commercialisation Policy and submitted for approval and sign off	10% increase in the growth of the Cannabis industry per annum	11,9% increase in the growth of the Cannabis industry Cumulative achievement: 2025 year-to-date (YTD) value: R1 678 209 666 Target: R1 400 000 000 Source: SARS Trade Data and Euromonitor Report	N/A	N/A
Rail Costs Reduction	% reduction in rail transport costs supported by targeted subsidies and efficiency improvements	**Indicator 38:** Development of the rail tariff reduction support programme	New indicator	New indicator	Development of the rail tariff reduction support programme	Rail tariff reduction support programme was not developed. However, the following occurred: Efforts were made to expedite the finalisation of the global benchmark with the service provider. However, the final report was received from the service provider on 13 March 2026.	Rail tariff reduction support programme not developed	Encountered delays in the finalisation of the Global Benchmarking Report which was finalised in March 2026

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
						A meeting was held with Transnet and AMSA on 23 March 2026. The purpose of the meeting was to establish how to reduce rail transport costs and the best possible way to support AMSA's request for a 30% tariff reduction.		
Green manufacturing	Implementation of the EV batteries manufacturing policy	**Indicator 39:** Percentage increased in manufacturing of the EV batteries	New indicator	New indicator	Approve the EV batteries manufacturing policy	EV batteries manufacturing policy not approved. However, the Draft Policy was completed and approved by the ADDG.	EV batteries manufacturing policy was not approved	Delays in the appointment of the service provider impacted the finalisation of the battery policy being submitted to the principals

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Percentage increase in the manufacturing of the of renewable energy components	**Indicator 40:** Percentage increased on renewable energy components	New indicator	New indicator	10% increase in the manufacturing of the of renewable energy components	Manufacturing of renewable energy components monitored through quarterly tracker reports. In addition, Renewable Energy Strategy approved by the DG.	10% increase in the manufacturing of the renewable energy components was not achieved	Lack of sufficient access to trade and energy industry data
	Implementation of decarbonisation Strategy to inform Industrial Policy, Trade policy and Policy position on Carbon Tax	**Indicator 41:** Implementation of decarbonisation Strategy to inform Industrial Policy, Trade policy and Policy position on Carbon Tax	New indicator	Draft Industry Decarbonisation Strategy submitted to accounting officer	Implementation of approved Decarbonisation Strategy through the EIP	Monitored the implementation of **the dtic**'s Decarbonisation Strategy through the Environmental Implementation Plan (EIP). EIP finalised and submitted. Draft Decarbonisation Strategy submitted to ADDG.	N/A	N/A

Linking performance with budgets

The programme's final appropriation increased from R1,32 billion in 2024/25 to R1,60 billion in 2025/26, with total spending growing from R1,31 billion to R1,57 billion over the same period. The total expenditure of R1,57 billion in 2025/26 was primarily driven by disbursements to standards institutions such as SANAS, SABS, NRCS, NMISA as well as the Clothing, Textiles, Footwear and Leather Growth Programme, amounting to R1,16 billion. The remaining expenditure comprised operational expenditure, disbursements to international organisations of which South Africa is a member, and non-profit organisations. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 139 – 144.

Sub-programme expenditure

Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Industrial Competitiveness	1 014 758	1 007 356	7 402	923 005	920 794	2 211
Customised Sector Programmes	589 758	571 185	18 573	397 830	391 436	6 394
Total	**1 604 516**	**1 578 541**	**25 975**	**1 320 835**	**1 312 230**	**8 605**

Strategy to overcome areas of underperformance

- Intensify engagements with strategic trading partners as part of a broader effort to diversify export markets and strengthen global value chain participation.
- Revise indicator in 2026/27 APP and engage the Department of Transport and Transnet to continue supporting localisation, address rail infrastructure maintenance, and improve overall rail efficiency, as well as their performance as a train operating company (TOC).
- Expedite the finalisation of the rail reduction support programme and approval of the electric vehicle batteries manufacturing policy in the first quarter of the 2026/27 financial year.
- Procure required data sources that will aid in gathering accurate data to measure outputs for renewable energy.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable



4.5. 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**

i. **Enforcement and Compliance** conducts trends analysis and socio-economic impact assessments for policies and legislation; 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 (CIPC), the Companies Tribunal (CT), the National Consumer Commission (NCC), the National Consumer Tribunal (NCT), the National Credit Regulator (NCR), the National Gambling Board (NGB), and the National Lotteries Commission (NLC).

ii. **Policy and Legislative Development** develops policies, laws and regulatory frameworks, and drafts legislation.

iii. **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. **List the institutional outcomes that each programme contributes.**

- capable and professional public service
- re-industrialisation

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

The Department's resuscitation of the National Gambling Policy Council and the National Liquor Policy Council in 2025 marked a significant milestone, given the meetings for both councils were last held in March 2018. Two council meetings on gambling and liquor were held on 8 July 2025 and 30 October 2025, respectively - thus meeting the requirement for two meetings a year. In the context of co-operative governance and collaboration, the councils ensure uniform norms and standards, policy harmonisation, and consistent regulatory frameworks. The sharp increase in gambling, marked by excessive gambling advertising and growth in online gambling, is receiving serious attention from national and provincial governments.

The regulatory mandate for the 2025/26 financial year included the development of regulations in various areas within the Department's mandate. To this end, the Department has:

- Developed the draft business Omnibus Bill to accelerate investment into South Africa and to fast-track key investment decisions that will contribute towards job creation and inclusive growth and the Bill is to be considered by the Executive Authority.
- Prepared and submitted the draft companies' amendment regulations to the Specialist Committee on Company Law for quality assurance. These regulations aim to support the ease of doing business in South Africa, reduce operational costs, and enable the full implementation of the Companies Amendment Act which was assented to in 2024.The draft regulations have subsequently been referred to the Office of the Chief State Law Adviser (OCSLA) for vetting prior to release for public comment.
- Work on the amendments to the National Credit Regulations has commenced as part of the broader review of the National Credit Act, 2005 (Act No. 34 of 2005) and will be finalised during the 2026/27 financial year. The established working group has considered, among other priorities, the challenges faced

by micro, small and medium enterprises (MSMEs) in accessing finance for developmental purposes and as such, regulatory amendments have been identified to promote greater financial inclusion through improved access to credit. The initial draft National Credit Amendment Regulations were published in August 2025, subsequently receiving extensive feedback. During March 2026, consultations were held with major industry stakeholders representing banks, micro-lenders, debt counsellors, credit bureaus, payment distribution agents, the retail clothing sector, national credit entities - namely the NCR and the NCT - and other segments of the credit industry. The consultations included written submissions made by industry 'stakeholders' detailing constraints in the current credit market and highlighting proposed amendments to be considered.

- In the gambling sector, amendments to regulations two and eight (four) were released for public comment for 45 days from 10 February 2026 to 26 March 2026. These amendments aim to make provision for a process of 'self-exclusion' for persons affected by a gambling addiction. The process will require consumers who want to be protected from gambling platforms to register as an 'excluded person' by submitting a notice in a prescribed form (NGB Form1/1). Additionally, regulation eight (four) addresses the period within which re-certification of gambling machines and devices should be conducted after a new standard has been introduced in the gambling machine or device. This is to ensure that machines remain safe to use, are fair to the gambler, and keep accurate records for tax calculation. Other regulations in the gambling sector are the draft limited payout machine (LPM) regulations, which have been developed, consolidated, and submitted to OCSLA for vetting. These draft regulations cover both the LPM Regulations, 2000, and amendments to regulation 13 of the National Gambling Regulations, 2004. LPMs were introduced as slot machines permitted outside of casinos. These machines are limited because only a maximum bet of R5, and winnings of R500 are permitted. At this stage, a licensed LPM site is not permitted to have more than five LPMs. The amendments to the LPM regulations aim to adjust some of the requirements, which include figures and limits to account for changing economic considerations since the machines were introduced. Feedback from the public regarding this was received in March 2026 and the regulations are currently under consideration towards finalisation.
- The final draft of the consumer protection amendment regulations is complete and awaits approval for publication in the *Government Gazette*. These amendments revise regulation four to address unwanted direct marketing communications through the introduction of pre-emptive blocking mechanisms such as a national opt-out registry, to be administered by the NCC who has indicated readiness to fulfil this role. Additionally, the regulations make provision for a mandatory registration regime for direct marketers to strengthen the protection of consumer privacy rights. Furthermore, work is at an advanced stage to complete the review of key industry codes, including the Consumer Goods and Services Code and the Automotive Industry Code. The codes for the Consumer Goods and Services Ombud (CGSO) and the Motor Industry Ombudsman of South Africa (MIOSA) which were last published in March 2015 and October 2014 respectively, are currently being reviewed in terms of section 82 of the Consumer Protection Act, 2008 (Act No. 68 of 2008) to resolve corporate governance challenges, reduce litigation, and introduce targeted reforms to better achieve the purposes of the Act as these two Ombuds play an important role in consumer-related disputes and safeguarding consumer protection. The codes were published in the *Government Gazette* on 9 May 2025 for 45 days and the final codes will be published in this financial year for implementation.

Table 2.4.4.9

Report against the originally tabled Annual Performance Plan until date of re-tabling

****The programme did not make any revisions to the Annual Performance Plan 2025/26****

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation, Transformation & Capable State	Regulations amended to enable red tape reduction and create an enabling environment	**Indicator 43:** Number of Regulations amended and reports submitted to executive authority (EA)	N/A	N/A	7	0 Regulations amended and reports submitted to executive authority	7	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.10.	N/A
	Omnibus Bill developed for an enabling environment and red tape reduction	**Indicator 44:** Number of Omnibus Bills amended, and reports submitted to executive authority	N/A	N/A	One Omnibus Bill developed and submitted to EA	0 Omnibus Bills developed and submitted to EA	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.10.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Red tape reduction interventions to streamline processes	**Indicator 45:** Number of interventions to streamline processes to enable red tape reduction and report submitted to EA	N/A	N/A	Two interventions to streamline processes and report produced and submitted to EA	0 interventions to streamline processes and report produced and submitted to EA	2	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.10.	N/A
	Reduced turnaround times of **the dtic** entities by 30% on processes, applications and permits to reduce red tape and create and enabling environment	**Indicator 46:** % of turnaround time reduced on processes, applications and permits in **the dtic** entities and report submitted to EA	N/A	N/A	Turnaround times reduced by 30% on processes, applications and permits in **the dtic** entities and report submitted to EA	Turnaround times not reduced by 30% on processes, applications and permits in **the dtic** entities and report not submitted to EA	Reduce turnaround times by 30% on processes, applications and permits in **the dtic** entities and submit report to EA.	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.10.	N/A

Table 2.4.4.10

Report against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Industrialisation, Transformation & Capable State	Regulations amended to enable red tape reduction and create an enabling environment	**Indicator 42:** Number of Regulations amended and reports submitted to Executive Authority	N/A	N/A	7	5	2	Severe capacity constraints in Legislative Drafting Business Unit has impacted on the finalisation of several regulations as there is a backlog for drafting. There were delays in the vetting of regulations by the Department of Justice and Constitutional Development.
	Omnibus Bill developed for an enabling environment and red tape reduction	**Indicator 43:** Number of Omnibus Bills amended, and reports submitted to Executive Authority	N/A	N/A	One Omnibus Bill developed and submitted to EA	One Omnibus Bill developed and submitted to EA	None	N/A

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Red tape reduction interventions to streamline processes	**Indicator 44:** Number of interventions to streamline processes to enable red tape reduction and report submitted to EA	N/A	N/A	2 interventions to streamline processes and report produced and submitted to EA	3 interventions to streamline processes and report produced and submitted to EA	None	N/A
	Reduced turnaround times of **the dtic** entities by 30% on processes, applications and permits to reduce red tape and create an enabling environment	**Indicator 45:** % of turnaround time reduced on processes, applications and permits in **the dtic** entities and report submitted to EA	N/A	N/A	Turnaround times reduced by 30% on processes, applications and permits in **the dtic** entities and report submitted to EA	A number of entities responded to reduction of turnaround times by 30%. A report was produced and submitted to EA.	Most entities have legislated turnaround times hence the legislation requires amendment before further reduction in turnaround times	Ongoing discussions and collaboration with entities to ensure gaps and bottlenecks are addressed to achieve the target

Linking performance with budgets

The programme's final appropriation increased from R351,21 million in 2024/25 to R420,75 million in 2025/26, with total spending growing from R345,91 million to R414,47 million over the same period. The total expenditure of R414,47 million in 2025/26 comprised disbursement to the regulatory entities amounting to R333,36 million, compensation of employees, and goods and services. Additionally, R10,05 million was disbursed to international organisations of which South Africa is a member. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 151 – 152.

Sub-programme expenditure

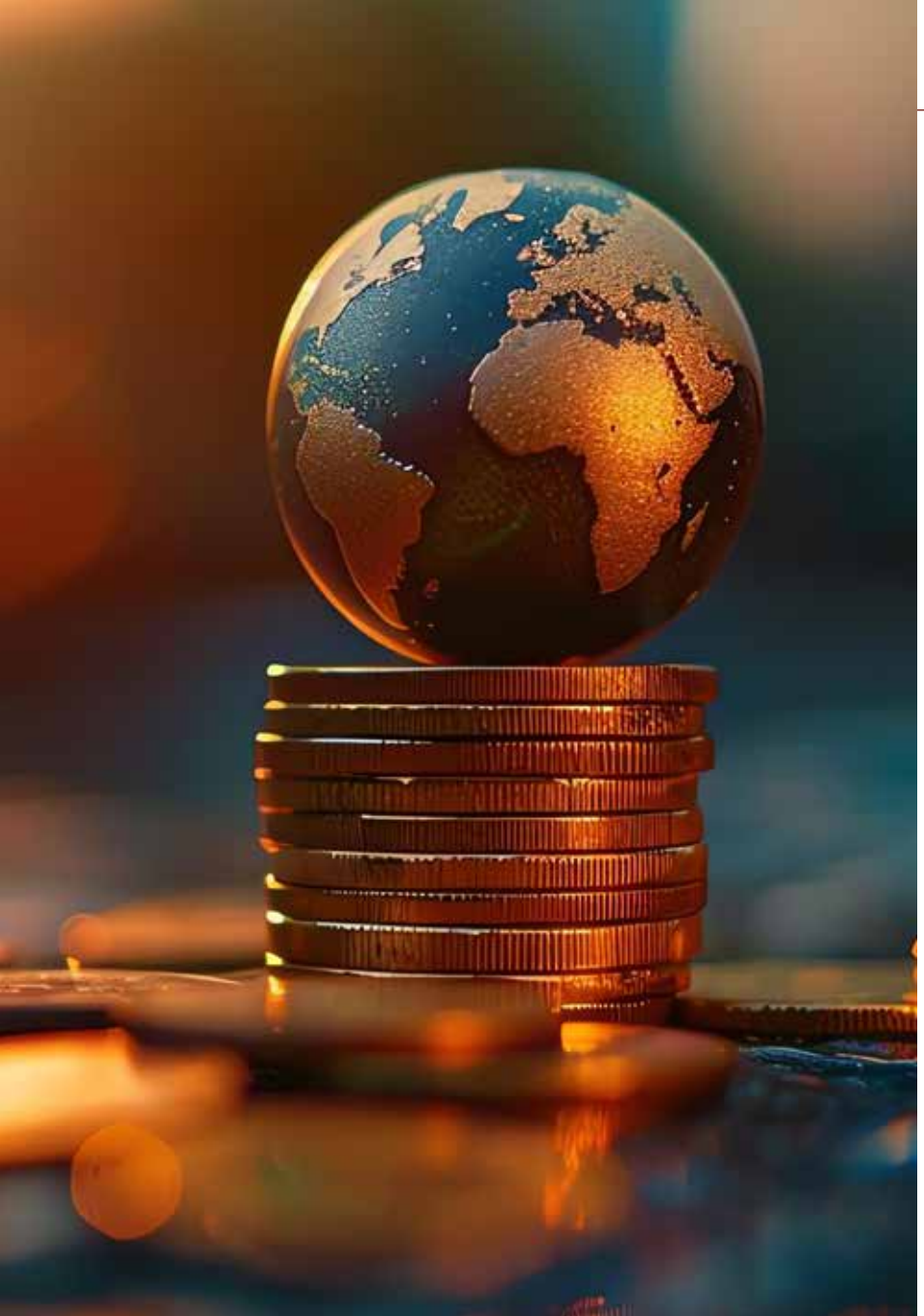
Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Policy and Legislative Development	24 139	21 743	2 396	22 507	21 281	1 226
Enforcement and Compliance	38 691	36 328	2 363	38 080	35 124	2 956
Regulatory Services	357 929	356 399	1 530	290 626	289 506	1 120
Total	**420 759**	**414 470**	**6 289**	**351 213**	**345 911**	**5 302**

Strategy to overcome areas of underperformance

Strategies to overcome areas of underperformance were developed and monitored. Discussions and collaboration with internal stakeholders are ongoing to ensure that gaps and bottlenecks are addressed and that targets are achieved. Capacitation of specialised areas including legislative drafting was prioritised to meet the outputs as planned.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.



4.6. 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, the Capital Projects Feasibility Programme, the Automotive Investment Scheme, the Export Marketing and Investment Assistance Scheme, the Sector-Specific Assistance Scheme, 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. **List the institutional outcomes that each programme contributes.**

- Industrialisation
- Transformation
- Capable State.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

During 2025/26, the Programme 6 advanced industrialisation by approving projects expected to generate R31 billion in investment over the next two to five years. Disbursements of over R5 billion supported the creation of over 6 000 permanent jobs, including over 3 800 digital jobs in the Global Business Services (GBS) industry.

Outsourcers supported through the GBS incentive generated more than R11 billion in export revenue through high-value services including accounting, finance, human resources, online education and cloud-based technical support. These projects, which employ at least 80% youth, are not only creating employment opportunities and reinforcing South Africa's growing position in the digital economy, but are also equipping young people with critical digital skills through interaction with digital platforms and artificial intelligence to enhance service delivery and global competitiveness.

The Branch further strengthened economic transformation and inclusion by disbursing over R600 million to SMME-, women- and youth-owned enterprises to enhance their competitiveness, while more than R1,4 billion was directed to projects outside the five major metros to stimulate economic activity and regional development.

On 31 March 2026, **the dtic** launched the Industrial Financing Web Portal that is essentially a single access point to different funding programmes from **the dtic,** the IDC, the NEF, and ECIC. This portal is intended to prevent time-consuming website searches, thus improving service delivery. The online platform helps business owners connect with the right programme and provides support tools to guide businesses through the application process.

Table 2.4.4.11

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation, Transformation and a Capable State	Investment through industrial financial support	**Indicator 47:** Rand value of investment through industrial financial support	R33,979bn investment through industrial financial support	R13,199bn investment through industrial financial support	10bn investment through industrial financial support	R0bn investment through industrial financial support	R10bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.12.	N/A
	Export revenue of Global Business Services (GBS)	**Indicator 48:** Rand value of export revenue of Global Business Services	R7,334bn export revenue of Global Business Services	R11,098bn export revenue of Global Business Services	5bn export revenue of Global Business Services	R0bn export revenue of Global Business Services	R5bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.12.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Disbursed funding to projects/ enterprises	**Indicator 49:** Rand value disbursed to projects/ enterprises	R5,269bn disbursed to projects/ enterprises	R4,088bn disbursed to projects/ enterprises	R5,02bn disbursed to projects/ enterprises	R0bn disbursed to projects/ enterprises	R5,02bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.12.	N/A
	New jobs created	**Indicator 50:** Number of new jobs created	17 751 new jobs created	11 656 new jobs created	6 000 new jobs created	0 new jobs created	6 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.12.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Impact measure to reduce red tape across **the dtic** financing group (incentives and loans	**Indicator 51:** Implementation of an integrated Industrial Financing single access	New indicator	One partial implementation of an integrated Industrial Financing single access	Functional online integrated IFG web portal	Functional online integrated IFG web portal not achieved	Functional online integrated IFG web portal	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.12.	N/A
	Jobs created through the digital economy programme (GBS)	**Indicator 52:** Number of jobs created through the digital economy programme (GBS)	New indicator	New indicator	50 000 new jobs created through the digital economy programme (GBS)	0 new jobs created through the digital economy programme (GBS)	50 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.12.	The 50 000 included jobs that were created in previous years and sustained in the 2025/26 financial year

Table 2.4.4.12

Report against the re-tabled Annual Performance Plan

sustained	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Industrialisation, Transformation and a Capable State	Investment through industrial financial support	**Indicator 46:** Rand value of investment through industrial financial support	R33,979bn investment through industrial financial support	R13,199bn investment through industrial financial support	10bn investment through industrial financial support	R31,245bn investment through industrial financial support	R21,245bn	Applications received for CIP and AIS, leveraged higher than anticipated investments
	Export revenue of Global Business Services (GBS)	**Indicator 47:** Rand value of export revenue of Global Business Services	R7,334bn export revenue of Global Business Services	R11,098bn export revenue of Global Business Services	R5bn export revenue of Global Business Services	R11,738bn export revenue of Global Business Services	R6,738bn	Projects funded yielded higher value of export revenue than projected
	Disbursed funding to projects/ enterprises	**Indicator 48:** Rand value disbursed to projects/ enterprises	R5,269bn disbursed to projects/ enterprises	R4,088bn disbursed to projects/ enterprises	R5,02bn disbursed to projects/ enterprises	R5,031bn disbursed to projects/enterprises	R0,011bn	More disbursements were made due to more compliant companies qualifying for disbursements than initially projected
	New jobs created	**Indicator 49:** Number of new jobs created	17 751 new jobs created	11 656 new jobs created	6 000 new jobs created	6 060 new jobs created	60	Projects funded yielded higher number of new jobs than projected

sustained	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Impact measure to reduce red tape across **the dtic** financing group (incentives and loans	**Indicator 50:** Implementation of an integrated Industrial Financing single access	New indicator	One partial implementation of an integrated Industrial Financing single access	Functional online integrated IFG web portal	The integrated industrial financing single access web portal was achieved. The site went live on 31 March 2026.	None	N/A
	Jobs created through the digital economy programme (GBS)	**Indicator 51:** Number of jobs created through the digital economy programme (GBS)	New indicator	New indicator	4 000 new jobs created through the digital economy programme (GBS)	3 857 new jobs created through the digital economy programme (GBS)	143	Due to limited budget and a high contingent liability, no annual and new applications were approved for the year and most of the funding was used to support sustained jobs by beneficiaries

Linking performance with budgets

The programme's final appropriation increased from R351,21 million in 2024/25 to R420,75 million in 2025/26, with total spending growing from R345,91 million to R414,47 million over the same period. The total expenditure of R414,47 million in 2025/26 comprised disbursement to the regulatory entities amounting to R333,36 million, compensation of employees, and goods and services. Additionally, R10,05 million was disbursed to international organisations of which South Africa is a member. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 159 – 160.

Sub-programme expenditure

Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Broadening Participation Incentives	24 894	24 532	362	23 566	23 561	5
Manufacturing Incentives	2 837 544	2 818 261	19 283	2 406 070	2 402 172	3 898
Services Investment Incentives	1 194 757	1 193 178	1 579	1 547 283	1 547 277	6
Infrastructure Investment Support	1 140 140	1 125 931	14 209	254 381	246 553	7 828
Product and Systems Development	16 509	16 483	26	14 057	13 977	80
Strategic Partnership and Customer Care	17 872	16 873	999	18 525	17 680	845
Total	**5 231 716**	**5 195 258**	**36 458**	**4 263 882**	**4 251 220**	**12 662**

Strategy to overcome areas of underperformance

Not applicable.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.



4.7. 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 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 (NEDP), designed to position South Africa as a reliable trade partner.

c. List the institutional outcomes that each programme contributes.

- Industrialisation
- Transformation
- Capable State.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

During the 2025/26 financial year, the Exports Branch prioritised the implementation of the Department's Global Export Strategy especially with respect to exports to the rest of Africa in key industrial policy sectors reaching R146,9 billion, as part of R289,4 billion in global exports. The Global Export Strategy outlines South Africa's export-led growth agenda and emphasises diversification, improved market access, enhanced competitiveness, and stronger alignment with industrial and investment policy frameworks.

Implementation included the following programmes:

a. Market diversification has been driven through high-level visits to China, Japan, India, Türkiye, Indonesia, Vietnam, Malaysia, the United Arab Emirates (UAE), Saudi Arabia, Switzerland, Algeria, Mozambique, the Democratic Republic of Congo, and Brazil. These visits enabled the promotion of: priority products for exports, key industrial projects for investments, and technical capacity-building required for the South African economy through the Trade and Investment Package model.

b. Through 27 events, export promotion initiatives were implemented including Inward Buying Missions, Outward Selling Missions, and participation in exhibitions that spanned across key industrial policy sectors. These events contributed to the Branch's objective to advance market diversification and took place in several countries and on several occasions in each country, which is represented here numerically. The list of countries includes, Nigeria (x8), Ghana, Mozambique, Algeria, Egypt, the Democratic Republic of Congo (DRC), Zambia, Ethiopia, the Middle East, the Republic of Türkiye, Saudi Arabia, Qatar, the UAE, Germany (x2), Spain, Brazil, Colombia, India, Japan, China (x3), Vietnam, Indonesia, Malaysia and Singapore. Five hundred and fifty-three South African companies benefited from these export promotion events.

c. Facilitated the engagements of 250 x SA companies in the Inaugural Massmart Africa Growth Summit to access markets in SADC and beyond.

d. Hosted the 2025 South African Export Symposium and Expo from 14 to 16 October 2025. The symposium convened policymakers, researchers, industry associations, and exporters to examine the state of South Africa's export performance and the pathways to building a resilient, inclusive, and diversified trade ecosystem.

e. The Exports Branch, working with the Export Credit Insurance Corporation (ECIC), co-ordinated South Africa's accession to the African Export-Import Bank (Afreximbank) on 4 February 2026, following processes requiring approval by Cabinet as well as Parliament. An initial package of around US$14 billion is being proposed to cover a Country Programme for South Africa, which also includes a US$3-billion facility designated for transformation and for the extension of the South Africa-Africa Trade and Investment Programme (SATTIP) 2.0 with the ECIC. The SATTIPP partnership covers joint identification, preparation, and appraisal of projects, and explicitly provides for co-financing and risk-sharing between the two institutions. The next step is to finalise the Country Programme document with the Bank, conclude the signing of an MoU linked to implementation, and submit an initial list of projects to the Bank for funding.

f. The Exports Branch has initiated a strategic collaboration to implement the United Kingdom Trade Partnerships (UKTP) Programme in South Africa. This programme is delivered by the International Trade Centre (ITC) and funded by the Foreign, Commonwealth and Development Office (FCDO) of the UK government. Selected exporters in green technology and agri-food and processed foods are currently receiving support through trade exhibitions, trade missions, and market readiness training.

g. Through the Global Exporter Passport Programme and other incubation initiatives, 328 South African companies have been capacitated with export skills.

Table 2.4.4.13

Report against the originally tabled Annual Performance Plan until date of re-tabling

****The programme did not make any revisions to the Annual Performance Plan 2025/26****

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation, Transformation & Capable State	Increase South African total exports to the world from R2 trillion to R3 trillion	**Indicator 53:** Rand value of South African exports to the rest of the world in key industrial policy sectors, including services	New indicator	New indicator	R120bn	R0bn of South African exports to the rest of the world in key industrial policy sectors, including services	R120bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4 14.	N/A
		Indicator 54: Rand value of South African exports to the rest of Africa in key industrial policy sectors, including services	New indicator	New indicator	R132bn	R0bn of South African exports to the Rest of Africa in key industrial policy sectors, including services	R132bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4 14.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Continuous improvement of business processes to increase productivity and reduce inefficiencies across operations	**Indicator 55:** Number of days reduction in the Export Marketing and Investment Assistance (EMIA) group scheme programme application processes	New indicator	New indicator	Fifteen Days	0 days reduction in the Export Marketing and Investment Assistance (EMIA) group scheme programme application processes	Fifteen days	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4 14.	N/A
	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	**Indicator 56:** Rand value of South African exports to the rest of the world by SMMEs funded by EMIA	New indicator	New indicator	R20m	R0m of South African exports to the rest of the world by SMMEs funded by EMIA	R20m	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4 14.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
		Indicator 57: Rand value of South African exports to the rest of the world by black-owned entities funded by EMIA	New indicator	New indicator	R15m	R0m of South African exports to the rest of the world by Black owned entities funded by EMIA	R15m	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4 14.	N/A
	Increasing Skills and Work Experience for the Economy	**Indicator 58:** Number of entities capacitated on exporting skills	New indicator	New indicator	300	0 entities capacitated on exporting skills	300	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4 14.	N/A

Table 2.4.4.14

Report against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Industrialisation, Transformation & Capable State	Increase South African total exports to the world from R2 trillion to R3 trillion	**Indicator 52:** Rand value of South African exports to the rest of the world in key industrial policy sectors, including services	New indicator	New indicator	R120bn	R142,5bn	R22,5bn	None. Despite growing protectionism and unilateralism, exports in key value-added industrial policy sectors performed better than anticipated
		Indicator 53: Rand value of South African exports to the Rest of Africa in key industrial policy sectors, including services	New indicator	New indicator	R132bn	R146,9bn	R14,9bn	None. Despite growing protectionism and unilateralism, exports in key value-added industrial policy sectors performed better than anticipated

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Continuous improvement of business processes to increase productivity and reduce inefficiencies across operations	**Indicator 54:** Number of days reduction in the Export Marketing and Investment Assistance (EMIA) group scheme programme application processes	New indicator	New indicator	15 Days	17,69 days of reduction in the Export Marketing and Investment Assistance (EMIA) group scheme programme application processes. Exports branch managed to cut down from 33 days (2023/24) baseline to 17,69 days (2025/26) to fast-track processes.	2,69 days	Targeted recruitment of companies and continuous improvement of customer service led to fewer days to process EMIA applications.

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	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	**Indicator 55:** Rand value of South African exports to the rest of the world by SMMEs funded by EMIA	New indicator	New indicator	R20m	R764,9m	R744,9m	Targeted recruitment of good SMMEs led to high confirmed export sales. Furthermore, it should be noted that this output was new with no baseline.
		Indicator 56: Rand value of South African exports to the rest of the world by black-owned entities funded by EMIA	New indicator	New indicator	R15m	R53,9m	R38,9m	Targeted recruitment of good black-owned entities led to high confirmed export sales. Furthermore, it should be noted that this output was new with no baseline
	Increasing Skills and Work Experience for the Economy	**Indicator 57**: Number of entities capacitated on exporting skills	New indicator	New indicator	300	328	28	Vigorous advertisement of export development seminars and extensive consultations with PIPAs, chambers, etc. led to high number of entities attending export related trainings

Linking performance with budgets

The programme's final appropriation increased slightly from R358,36 million in 2024/25 to R367,46 million in 2025/26, while total spending declined from R339,68 million to R338.05 million over the same period. The total expenditure of R338,05 million in 2025/26 was primarily driven by compensation of employees (R133,93 million) and goods and services (R32,70 million) used for the execution of planned activities. Additionally, R167,88 million was disbursed to the ECIC which provides insurance solutions for exporters of South African capital goods and services to advance trade and economic development aligning with South Africa's industrial policy. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 167 – 169.

Sub-programme expenditure

Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Africa Bilateral Economic Relations	25 371	17 244	8 127	20 624	17 808	2 816
Export Promotion and Marketing	45 904	44 658	1 246	43 278	39 912	3 366
Trade and Investment Foreign Services Management Unit	282 031	261 999	20 032	280 228	269 339	10 889
Export Development and Support	14 159	14 152	7	14 230	12 629	1 601
Total	**367 465**	**338 053**	**29 412**	**358 360**	**339 688**	**18 672**

Strategy to overcome areas of underperformance

Not applicable.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.

4.8. 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 the advancement of competition priorities.

ii. **Implementation Co-ordination and Competition Oversight:** promotes the implementation of economic development plans that are aligned with competition decisions, orders, and recommendations, and provides support to the Minister to responsibilities 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. **List the institutional outcomes that each programme contributes to.**

Policy tools and implementation strategies contribute towards:

- an efficient, competitive economic environment
- a balance between the interests of workers, owners and consumers
- a focus on economic development.

Transformation activities, which primarily include B-BBEE and the Black Industrialist Programme implementation, contribute to the following key outcomes:

- inclusive economic growth
- job creation
- reduced inequalities and poverty eradication.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

Mergers and Acquisitions

During the period under review, the Minister was notified of 340 mergers and based on public interest, was advised to participate in 20. The following are examples of the mergers that included participation from the Minister based on substantial public interest and where the competition decisions are finalised:

- Pepkor Trading (Pty) Ltd / and the retail brands and businesses known as ‘Legit’, ‘Style’, ‘Boardmans’, ‘Swagga’ and ‘Beaver Canoe’, focused on employment and Broad-Based Black Economic Empowerment (B-BBEE) initiatives.
- ASP Isotopes Inc. and Renergen Limited, with commitments focused on investment and capital expenditure (capex), employment, B-BBEE initiatives, exports, and worker and community ownership.
- Canary Investco (Pty) Ltd and Cobra Petro Projects (Pty) Ltd, Cobra Reeling (Pty) Ltd, and Cobra Fire (Pty) Ltd with commitments regarding capital expenditure B-BBEE initiatives and rating, exports, and worker ownership.
- Aerospace Holdings (Pty) Ltd and Paramount Aerospace Holdings (Pty) Ltd, Paramount Aerospace Industries (Pty) Ltd, Paramount Aerospace Innovation (Pty) Ltd, and Paramount Aerospace Systems (Pty) Ltd, with structural conditions focusing on B-BBEE initiatives and black shareholding.

- Ralph Lauren Corporation and LA Group (Pty) Ltd, in respect of the rights, title, and interests in and to the LAG Polo Marks and the LAG Trademark Filings, and related goodwill associated therewith Capex and employment.
- Fine Wine Fellow (Pty) Ltd and NGF National (Pty) Ltd, with commitments to capital expenditure, B-BBEE initiatives, and worker ownership.
- Trustees for the time being of Jannie Mouton Stigting and Curro Holdings Limited, focusing on the appointment of black trustees.
- Suzano S.A. and Kimberly-Clark IFP NewCo B.V., with commitments focusing on maintaining local and key supplier contracts, capital expenditure, and B-BBEE initiatives.
- West International New Building Materials Pte. Ltd and AfriSam Holdings (Pty) Ltd, with commitments to capital expenditure, employment, B-BBEE initiatives, exports, and worker ownership.

In addition, during this financial year, the following major competition decisions were issued in mergers where the Minister had previously participated:

Groupe Canal+ SAS / Multichoice Group Limited

The Tribunal approved the merger subject to conditions, inter alia, related to: moratorium on retrenchments; ii) Historically Disadvantaged Persons (HDP) and worker ownership; South African headquarters; JSE Limited listing; supplier development; corporate social investment initiatives; export promotion; training; extension of SABC – MultiChoice (Pty) Ltd ('LicenceCo') agreement; and international sporting events in which South African national teams or individuals take part (free-to-air to national broadcasters).

Vodacom (Pty) Ltd / Business Venture Investments No 2213 (Pty) Ltd ('Maziv'), a wholly owned subsidiary of Community Investment Ventures Holdings (Pty) Ltd

The Tribunal prohibited the merger in 3Q FY24/25. The Minister subsequently filed a notice of appeal in terms of sections 17(1)(c), 18(1) and 61(1) of the Competition Act and the relevant Rules for the Conduct of Proceedings in the Competition Appeal Court (CAC). The CAC issued a judgement in 2Q FY25/26, setting aside the Tribunal's order, and replacing it with an order that approved the merger subject to public interest conditions.

In total, Competition decisions resulted in 13 717 additional workers with shares in their companies in the following sectors: engineering services, forestry/ sawmill for timber, security services, finance, manufacturing, mining and quarrying, motion picture, video and television programme production activities, telecommunication, wholesale, retail and servicing of tyres and wheels, retail ceramics, porcelain, terracota wall and floor tiles, records and information management, fund administration services, manufacture of medical and surgical equipment and orthopaedic appliances, manufacture of soft drinks, and manufacturing food products.

12 049 jobs in Mergers and EEIP companies were created in key sectors.

R15,8 billion commitments from competition and transformation settlements for SMMEs, women, youth and people with disabilities.

The following block exemptions were approved:

- Draft Ports and Rail: the purpose of this block exemption is to reduce costs, improve services and minimise losses caused by operational inefficiencies and infrastructure capacity shortages, and contribute to measures aimed at resolving the challenges in the South African rail and ports industry

- Phase 2 of the Sugar Master Plan: block exemption regulations to facilitate the implementation of the SMP
- Draft Block Exemption Regulations for the Promotion of Exports
- The publication of the final block exemption regulations for the promotion of Exports. The block exemption regulations exempt the following categories of agreement or practices in the export markets from the application of sections 4(1)(a), 4(1)(b)(i), 4(1)(b)(ii) and 5(1) of the Act:
- A further extension of the designation of the petroleum industry for an additional five years: the designation enables the industry to continue co-ordination between industry stakeholders to ensure the security of liquid fuels supply to the local economy. The exemption will contribute towards maintaining the economic stability of the petroleum and refinery industry
- An amendment to the scope of the Energy User Block Exemption regulations: the amendment (clause 3(b)(iv)) aimed to broaden the Energy Users Block Exemption to allow joint or collective negotiation of negotiated price agreements (NPAs) with energy suppliers for industries experiencing financial distress.

Broad-Based Black Economic Empowerment (B-BBEE)

- The Transformation Fund document that incorporates inputs from the public for implementation was approved. The document will be published for implementation.
- The amendments of the Broad-Based Black Economic Empowerment (B-BBEE) Codes of Good Practice was gazetted for a 60-day public commentary period. The amendments are for the implementation of the Transformation Fund as well as to strengthen the B-BBEE implementation.
- The International Business Machines South Africa (IBM SA)'s and Frigoglass SA EEIP applications were approved for implementation. The investment amount to be implemented by the two companies is just under R1 billion.
- An amount of R283 million disbursed towards black industrialists and SMMEs from the existing EEIP implementation. Sectors include automotive, information and communications technology (ICT), e-waste recycling, construction, and food and beverage.

Market Inquiries

The Media and Digital Platforms Market Inquiry was finalised (MDPMI). The purpose is to rebalance digital markets, protect fair competition, and rebuild the long-term sustainability of South Africa's news media.

An invitation for public comments on the draft regulations related to a divestiture recommendation by the Commission under Section 43D (2) of the Competition Act was gazetted. These rules will clarify procedures for affected parties and the Tribunal on handling appeals from divestiture recommendations as remedial measures in market inquiries.

Social and Solidarity Economy (SSE)

The Social Employment Fund (SEF) continues to make progress in advancing the social economy and the Work for Good agenda.

For the 2025/26 financial year, the SEF received an allocation of R1,292 billion to create 50 000 temporary work opportunities. By the end of the financial year, the programme had created 54 325 temporary work opportunities across all nine provinces.

The average age of participants was 33 years, with youth comprising 64% of the total participants. Women accounted for 67% of participants, men accounted for 33%, while 1 491 persons with disabilities were included in the programme.



The provincial spread of the programme is illustrated in the table below:

Provincial split

Province	Number of Participants	%
Eastern Cape	11 063	20%
Free State	3 261	6%
Gauteng	9 725	18%
KwaZulu Natal	11 136	20%
Limpopo	3 976	7%
Mpumalanga	4 211	8%
Northern Cape	2 148	4%
Northwest	1 082	8%
Western Cape	4 718	9%
Total	**54 325**	**100%**

The SEF initiated work to assess the absorption of participants into the labour market and other opportunities following their exit from the programme.

One example of this data is drawn from a strategic implementing partner, the Seriti Institute. With support from Standard Bank, 36 former SEF participants were absorbed into a 12-month GreenWorks internship programme across Mpumalanga, Limpopo, and the North West. The programme supports the transition from public employment to sustainable livelihood pathways linked to climate adaptation, circular economy opportunities, and local enterprise development.

In addition, 20 participants were absorbed into the Just Energy Transition (JET) Green Pathways programme operating in Mpumalanga and KwaZulu-Natal. Participants are completing an environmental qualification while receiving practical, enterprise-focused training in areas such as composting, circular economy activities, agroecology, and environmental restoration initiatives.

Table 2.4.4.15

Report against the originally tabled Annual Performance Plan until date of re-tabling

****The programme did not make any revisions to the Annual Perfomance Plan 2025/26****

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation, Transformation & Capable State	R8 billion in investment pledges leveraged from competition and transformation interventions	**Indicator 59:** Rand Value of investments leveraged from competition and transformation interventions	R9.7bn	R18bn	R8bn	0 Rand Value of investments leveraged from competition and transformation interventions	R8bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A
	Implementation of the R100bn Transformation Fund by 2029 to support majority-black-owned enterprises and SMMEs in productive sectors	**Indicator 60:** Rand value of Transformation Fund aggregated and disbursed	New indicator	Draft Transformation Fund Concept document was approved by the Minister for publishing for public comments.	R20bn of Transformation Fund aggregated and disbursed	R0bn of Transformation Fund aggregated and disbursed	R20bn	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Implementation of B-BBEE to achieve 40% black ownership in critical sectors by 2029	**Indicator 61:** % Implementation of B-BBEE of black ownership in critical sectors	New indicator	32%	30% black ownership achieved in critical sectorS	0% Implementation of B-BBEE of Black ownership in critical sectors	30%	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A
	50 000 Social Employment Fund (SEF part-time or temporary job opportunities) jobs created	**Indicator 62:** Number of SEF job opportunities created	63 454	48 400	50 000 SEF job opportunities created	0 SEF job opportunities created	50 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	10 000 additional workers with shares in their companies	**Indicator 63:** Number of additional workers with shares in their companies including but not limited to competition initiatives	17 484	14 026	10 000 workers	0 workers	10 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A
	Reduce market concentration in highly concentrated markets through the implementation of concluded Market Inquiries	**Indicator 62:** Number of Market Inquiries completed	New indicator	New indicator	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	200 000 Unemployed youth trained under the Youth Employment Service (YES) by 2029	**Indicator 63:** Number of unemployed youth trained under the Youth Employment Service (YES) by 2029	New indicator	New indicator	40 000	0	40 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.16.	N/A

Table 2.4.4.16

Report against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Industrialisation, Transformation & Capable State	R8 billion in investment pledges leveraged from competition and transformation interventions	**Indicator 58:** Rand Value of investments leveraged from competition and transformation interventions	R9,7bn	R18bn	R8bn	R31,7bn	R23,7bn	Higher than expected investment leveraged due to Companies favourable conditions NB: The actual disbursement reflects cumulative disbursements achieved throughout the calendar year, as reported by the firms in the annual compliance reports
	Implementation of the R100bn Transformation Fund by 2029 to support majority-black owned enterprises and SMMEs in productive sectors	**Indicator 59:** Rand value of Transformation Fund aggregated and disbursed	New indicator	Draft Transformation Fund Concept document was approved by the Minister for publishing for public comments	R20bn of Transformation Fund aggregated and disbursed	R58,7bn of Transformation Fund aggregated and disbursed as follows: Aggregated: R54 bn (Inclusive of R51,8 billion 5-year commitment by Afreximbank). Disbursements: R4,7bn aggregated disbursements (IDC, NEF, BI, EEIP & CC)	R38,7bn	The Transformation Fund Framework was approved for implementation and draft statement 400 published to operationalise the fund, which resulted in increased interest from stakeholders to collaborate with the Transformation Fund. However, disbursements target was not met, awaiting the final gazette for full operationalisation of the fund.

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Implementation of B-BBEE to achieve 40% black ownership in critical sectors by 2029	**Indicator 60:** % Implementation of B-BBEE of black ownership in critical sectors	New indicator	32%	30% black ownership achieved in critical sectors	28,68% black ownership achieved based on 3 Sector reports: - Marketing Advertising and Communications (50,85%) - Forest Sector (19%) - Financial Services Sector (16,21%)	-1.32%	External dependency based on sector and line Ministry collaborations. The assessment is based on the following 3 Sector Charter Councils reports received: - Marketing Advertising and Communications Sector - Forest Sector. - Financial Services Sector
	50 000 Social Employment Fund (SEF part-time or temporary job opportunities) jobs created	**Indicator 61:** Number of SEF job opportunities created	63 454	48 400	50 000 SEF job opportunities created	54 325	4 325	Target exceeded due to more unique work opportunities created
	10 000 additional workers with shares in their companies	**Indicator 62:** Number of additional workers with shares in their companies including but not limited to competition initiatives	17 484	14 026	10 000 workers	13 717	3 717	Mergers were approved with a high number of employees with shares

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Reduce market concentration in highly concentrated markets through the implementation of concluded Market Inquiries	**Indicator 63:** Number of Market Inquiries completed	New indicator	New indicator	1	1	None	N/A
	200 000 unemployed youth trained under the Youth Employment Service (YES) by 2029	**Indicator 64:** Number of unemployed youth trained under the Youth Employment Service (YES) by 2029	New indicator	New indicator	40 000	40 242	242	Higher than expected YES achievement

Linking performance with budgets

The programme's final appropriation decreased slightly from R2,05 billion in 2024/25 to R1,96 billion in 2025/26, with the total spending declining from R2,03 billion to R1,93 billion over the same period. The total expenditure of R1,93 billion in 2025/26 was primarily driven by transfer payments (R1,86 billion), compensation of employees (R51,73 million) and goods and services (R10,98 million) used for the execution of planned activities. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 179 – 181.

Sub-programme expenditure

Sub-Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Economic Planning and Advisory	15 657	15 538	119	46 042	46 037	5
Implementation Coordination and Competition Oversight	1 884 989	1 876 832	8 157	1 975 423	1 970 557	4 866
Investment and Development	3 097	2 821	276	3 749	3 732	17
Equity and Empowerment	57 428	37 397	20 031	25 333	19 333	6 000
Total	**1 961 171**	**1 932 588**	**28 583**	**2 050 547**	**2 039 659**	**10 888**

Strategy to overcome areas of underperformance

Ongoing engagements with the Sector Charter Councils and other key stakeholders to encourage submission of B-BBEE black ownership targets achieved. Letters were issued to Line Ministers overseeing and responsible for the functioning of Sector Charter Councils, requesting their intervention and support. A physical engagement session was held on 24 February 2026 to discuss several issues, including compliance and reporting.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.

4.9. Programme 9: Research

a. **Purpose:** Undertake economic research, contribute to development of economic strategies, and guide economic policy narratives.

b. **Description of Sub-Programmes**

i. **Economic Research and Policy Co-ordination:** undertakes economic research, contributes to the development of policy options, and guides policy through consultation with stakeholders.

ii. **Growth Path and Decent Work:** develops and co-ordinates economic strategies in support of the Economic Cluster, MINMEC, and NEDLAC constituencies to achieve government's strategic priorities.

c. **List the institutional outcomes that each programme contributes.**

Industrialisation and Transformation.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

During the 2025/26 Financial Year, Programme 9 produced a number of studies and reports supporting the work and mandates of the core branches within the Department. These include:

- Quarterly reports monitoring implementation progress of the Medium-Term Development Plan (MTDP).
- Development of the Digital Road Map and Digital Venture Capital Guidelines to stimulate investment in tech start-ups.

Work undertaken by the branch in the period under review also includes:

- **Quarterly Surveys** on black industrialists and black-owned businesses.
- **Bilateral Trade Reports** (South Africa – Germany, South Africa – Canada, South Africa – India, South Africa – Japan, South Africa – Côte d'Ivoire; and South Africa – Tanzania).
- Quarterly data analysis reports on **African market opportunities to support manufacturing exports.**
- **Market intelligence and trade opportunities report** focusing on potential markets for the aluminium industry, automotive sector and automotive parts.
- Mapping Report on **Trade and Market Opportunities in Digital Trade** for South Africa.
- Report on **Youth Skills Development Programmes** for an Evolving Local Industrial Economy.

The branch also convened Digital Skills and Digital Transformation Webinar that brought together experts from government, academia, business, and civil society to explore how South Africa can strengthen its digital economy through inclusive skills development, innovation, and targeted youth employment strategies.

Table 2.4.4.17

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
Industrialisation and Transformation	MTDP Implementation reports produced	**Indicator 64:** Number of MTDP Implementation reports produced	New indicator	New indicator	4	0	4	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	N/A
	Approved Energy Roadmap	**Indicator 65:** Accelerated Energy Roadmap approved by the Minister	New indicator	New indicator	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	N/A

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
		Indicator 66: Number of negotiated price agreements between Eskom and firms to improve the competitiveness of key industrial sectors	New indicator	New indicator	2	0	2	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	N/A
	Digital Roadmap developed for shared public infrastructure economic reforms	**Indicator 67:** Digital Roadmaps approved by the economic cluster	New indicator	New indicator	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	Digital Roadmap to be approved by Minister before being tabled at Economic Cluster

Programme / Sub-programme:									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2023/2024**	**Audited Actual Performance 2024/2025**	**Planned Annual Target 2025/2026**	***Actual Achievement 2025/2026 until date of re-tabling**	**Deviation from planned target to Actual Achievement 2025/2026**	**Reasons for deviations**	**Reasons for revisions to the Outputs / Output indicators / Annual Targets**
	Stimulate investment in tech start-ups through first loss fund and Venture Capital industry mobilisation	**Indicator 68:** Digital Venture Capital Fund established in partnership with industry	New indicator	New indicator	1	0	1	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	Digital Venture Capital Fund Guidelines to be developed before the Fund is established
	Digital skilling partnerships established to expand access to digital skills	**Indicator 69:** Number of youths trained in digital skills	New indicator	New indicator	10 000	0	10 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	N/A
		Indicator 70: Number of unemployed persons completed digital literacy training courses	New indicator	New indicator	50 000	0	50 000	The planned annual target was not yet due for reporting at the time of re-tabling. The actual annual performance achieved by the Programme at the end of the reporting period is recorded in table 2.4.4.18.	N/A

Table 2.4.4.18

Report against the re-tabled Annual Performance Plan

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
Industrialisation & Transformation	MTDP Implementation reports produced	**Indicator 65:** Number of MTDP Implementation reports produced	New indicator	New indicator	4	4	None	N/A
	Approved Energy Roadmap	**Indicator 66:** Accelerated Energy Roadmap approved by the Minister	New indicator	New indicator	1	0	1	The procurement process to appoint a service provider to conduct the study could not be completed in time for the study to be completed by the end of the financial year
		Indicator 67: Number of negotiated price agreements between Eskom and firms to improve the competitiveness of key industrial sectors	New indicator	New indicator	2	0	2	There were delays in the procurement process to appoint a service provider to conduct the study. As a result, the work could not be completed in time for the study to be completed by Q4, 2025.

Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	*Actual Achievement 2025/2026 until date of re-tabling	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
	Digital Roadmap developed for shared public infrastructure economic reforms	**Indicator 68:** Digital Roadmaps approved by the economic cluster	New indicator	New indicator	1	1	None	N/A
	Stimulate investment in tech start-ups through first loss fund and Venture Capital industry mobilisation	**Indicator 69:** Digital Venture Capital Fund established in partnership with industry	New indicator	New indicator	1	1	None	N/A
	Digital skilling partnerships established to expand access to digital skills	**Indicator 70:** Number of youths trained in digital skills	New indicator	New indicator	10 000	0	10 000	The Budget for the output was secured by end of Quarter 3; this led to delays in procurement process to secure service providers for the training
		Indicator 71: Number of unemployed persons completed digital literacy training courses	New indicator	New indicator	50 000	0	50 000	The Budget for the output was secured by end of Quarter 3; this led to delays in procurement process to secure service providers for the training

Linking performance with budgets

The programme's final appropriation increased from R53,44 million in 2024/25 to R63,43 million in 2025/26, with total spending growing from R37,11 million to R46,46 million over the same period. The total expenditure of R46,46 million in 2025/26 was primarily driven by compensation of employees (R38,20 million) and goods and services (R7,78 million) used for the execution of planned activities. These combined expenditures were incurred to deliver the intended outputs and targets detailed in the Performance Information section on page 187 – 188.

Sub-programme expenditure

Sub- Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Economic Research and Policy Coordination	46 073	35 509	10 564	35 669	24 708	10 961
Macro and Micro Economic Policy	7 463	7 432	31	10 155	9 068	1 087
Growth Path and Creation Decent Work	9 897	3 527	6 370	7 618	3 342	4 276
Total	**63 433**	**46 468**	**16 965**	**53 442**	**37 118**	**16 324**

Strategy to overcome areas of underperformance

To address underperformance regarding the Energy Road Map and Negotiated Electricity Prices Agreements, the procurement process was successfully concluded, and both studies will be on the Branch Operational Plan for completion during the 2026/27 Financial Year.

Regarding the training programme on digital skills, the process to secure training service providers is now at an advanced stage. Training is planned for 2026/2027 – 2029/2030 Financial Years.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable.

5. TRANSFER PAYMENTS

5.1. Transfer payments to public entities

Public entities receive sizeable transfer payments from government and are often the front-line providers of services on behalf of government. It is therefore important to understand the impact of these services on the community. Departments are requested to provide information on the services provided by these public entities, transfer payments to the public entities, the actual amount spent from the transfer received by the public entities, strategic achievements of the public entity. Departments must also comment on monthly monitoring systems or the lack thereof to monitor spending on such transfer payments. If such monitoring did take place, departments must provide details of difficulties experienced and what steps (if any) were taken to rectify such difficulties.

Name of Public Entity	Key Outputs of the public entity	Amount transferred to the public entity (R'000)	Amount spent by the public entity	Achievements of the public entity
Companies and Intellectual Property	Registration of companies, cooperatives and IP rights (trade marks, patents, designs and copyright) and maintenance thereof.	-	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Companies Tribunal	May adjudicate in relation to any application made to it, and make any order as provided for in the Companies Act in respect of such an application, and in addition serve as a forum for voluntary alternative dispute resolution.	37 812	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Competition Commission	The investigative and enforcement arm of the Competition Act. It investigates mergers and/or anti-competitive conduct and reflects its findings to the Competition Tribunal for a decision.	440 339	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Competition Tribunal	Adjudicates on mergers and prohibited practice cases that involve anti-competitive outcomes achieved either through coordinated conduct between competing firms or unilateral conduct by a dominant firm.	46 799	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Council for Geoscience	The objectives underlying the establishment of the CGS are to develop and publish world-class geoscience knowledge products and to render geoscience-related services to the South African public and industry.	1 410	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Council for Scientific and Industrial Research	Fibre and Textile Centre of Excellence, aerospace industry support, National Cleaner Production and National Foundry Technology Network.	103 553	To be reported in annual report of this entity.	To be reported in annual report of this entity.

Name of Public Entity	Key Outputs of the public entity	Amount transferred to the public entity (R'000)	Amount spent by the public entity	Achievements of the public entity
Export Credit Insurance Corporation of South Africa	Facilitates and encourages South African export trade by underwriting export credit loans and investments outside South Africa, and enabling South African contractors to secure capital goods and services in other countries.	167 881	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Industrial Development Corporation	National development finance institution with the objective of leading industrial capacity development, job creation in the social employment sector, funding for small businesses, for the development and transformation of the construction industry, assisting enterprises in the downstream steel sectors to increase their competitiveness, and assisting companies in distress.	1 793 028	To be reported in annual report of this entity.	To be reported in annual report of this entity.
International Trade Administration Commission of South Africa	Aims to create fair trade conditions that will boost South Africa's economic development and growth.	146 878	To be reported in annual report of this entity.	To be reported in annual report of this entity.
National Consumer Commission	Charged with the responsibility to enforce and carry out the functions assigned to it in terms of the Act, which aims to promote, protect and advance the social and economic welfare of consumers in South Africa by providing leadership, advocacy and a system of rapid redress, thereby creating a fair and accessible consumer marketplace.	88 360	To be reported in annual report of this entity.	To be reported in annual report of this entity.
National Consumer Tribunal	Adjudicates a variety of applications and hears cases against credit providers that contravene the Act.	69 726	To be reported in annual report of this entity.	To be reported in annual report of this entity.
National Credit Regulator	Regulates the South African credit industry.	101 675	To be reported in annual report of this entity.	To be reported in annual report of this entity.
National Empowerment Fund	Promotes savings and investments among HDPs through its retail activities, and funds economic empowerment and black business through its investment division.	-	To be reported in annual report of this entity.	To be reported in annual report of this entity.
National Gambling Board	Provides advice on the national gambling industry and promotes uniform norms and standards across provinces.	35 790	To be reported in annual report of this entity.	To be reported in annual report of this entity.

Name of Public Entity	Key Outputs of the public entity	Amount transferred to the public entity (R'000)	Amount spent by the public entity	Achievements of the public entity
National Lotteries Commission	Exercises national control over lottery activities.	-	To be reported in annual report of this entity.	To be reported in annual report of this entity
National Metrology Institute of South Africa	Supports global competitiveness through the provision of fit-for-purpose international acceptable measurement standards and measurements.	175 099	To be reported in annual report of this entity	To be reported in annual report of this entity.
National Productivity Institute	Workplace challenge.	10 360	To be reported in annual report of this entity.	To be reported in annual report of this entity.
National Regulator for Compulsory Specifications	Administers compulsory specifications, otherwise known as technical regulations.	149 235	To be reported in annual report of this entity.	To be reported in annual report of this entity.
Small Enterprise Finance Agency	Provides access to SMMEs via direct lending and intermediaries.	-	To be reported in annual report of this entity.	To be reported in annual report of this entity.
South African Bureau of Standards	Provides for the development, promotion and maintenance of standardisation and quality in connection with commodities and the rendering of related conformity assessment services.	427 169	To be reported in annual report of this entity.	To be reported in annual report of this entity.
South African National Accreditation System	Provides an accreditation system for laboratories, certification, inspection and Good Laboratory Practice (GLP). Establishes laboratory, personnel and certification bodies in South Africa, as well as mutual recognition agreements with international accreditation organisations.	29 866	To be reported in annual report of this entity.	To be reported in annual report of this entity.
The Takeover Regulation Panel	The Takeover Panel is an independent body whose main functions are to issue and administer the Takeover Code and to supervise and regulate takeovers and other matters to which the Code applies.	-	To be reported in annual report of this entity.	To be reported in annual report of this entity.

5.2. Transfer payments to all organisations other than public entities

This section provides information on transfer payments made to provinces, municipalities, departmental agencies higher education institutions, public corporations, private enterprises, foreign governments, non-profit institutions, and households. Payments to public entities are included in the previous section. This section also provides clarity on the factors that informed transfers budgeted for that did not take place.

Departments are requested to provide the name of the transferee, the purpose for which these funds were transferred, did the Department comply with S38 1(j), the amount transferred, the amount spent from the transfer received by the transferee (excluding individuals or social grant payments), and the reasons for unspent funds by the transferee. Departments must also comment on monthly monitoring systems or the lack thereof to monitor spending on such transfers. If such monitoring did take place, Departments must provide details of difficulties experienced and what steps (if any) were taken to rectify such difficulties.

The table below reflects the transfer payments made for the period 1 April 2025 to 31 March 2026

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
Intsimbi Future Production Technologies Initiatives	Non-profit organisation	Rehabilitation and growth of the tool, die and mould manufacturing industry.	Yes	84 555	To be reported in annual report of this institution.	To be reported in annual report of this institution.
Protechnik Laboratories	Public corporation	Chemical laboratories.	Yes	6 078	To be reported in annual report of this institution.	To be reported in annual report of this institution.
Proudly South African Campaign	Non-profit organisation	Promote the buying of locally manufactured products and services, rolling out national campaigns to create awareness on economy-wide benefits of buying locally manufactured products.		56 339		

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
Trade and Industrial Policy Strategy	Non-profit organisation	Facilitates policy development and dialogue in pursuit of sustainable and inclusive growth.		30 850		
Automotive Supply Chain Competitiveness Initiative	Non-profit organisation			7 000		
World Trade Organisation	International organisation	Membership fee.		17 601		
Organisation for the Prohibition of Chemical Weapons	International organisation	Membership fee.		3 863		
United Nations Industrial Development Organisation	International organisation	Membership fee.		7 058		
World Intellectual Property Organisation	International organisation	Membership fee.		7 152		
Treaty Organisation for Metrology	International organisation	Intergovernmental treaty organisation addressing legal metrology, including provisions related to units of measurement, measurement results (e.g. pre-packages) and measuring instruments.		2 426		
International Financial Reporting Standards Foundation	International organisation	International organisation.		2 901		Foreign payment requirements, which could not be met by financial year-end.

The table below reflects the transfer payments which were budgeted for in the period 1 April 2025 to 31 March 2026, but no transfer payments were made.

Name of transferee	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Black Business Council	Policy advocacy to accelerate the participation of black South Africans in the mainstream economy.	1 659	-	The allocated funds could not be spent because of non-compliance with the required documentation, preventing the disbursement of funds to the Black Business Council.
United Nations: Treaty on the Prohibition of Nuclear Weapons		1 775	-	The allocated funds could not be spent during the financial year due to external delays in the finalisation of membership assessments by UNODA. As a result, the assessment amount and related documentation were not received by financial year-end.

6. CONDITIONAL GRANTS

6.1. Conditional grants and earmarked funds paid

There were no conditional grants and earmarked funds paid by the Department.

6.2. Conditional grants and earmarked funds received

There were no conditional grants and earmarked funds received by the Department.

7. DONOR FUNDS

No donor funds were received in 2025/26.

8. CAPITAL INVESTMENT

8.1. Capital investment, maintenance and asset management plan

Capital investment information is not applicable for the reporting period.

PART C

Governance





1. INTRODUCTION

the dtic is committed to upholding the highest standard of risk management, governance, ethics and integrity as this is essential for public confidence in the Department's capacity to deliver on its mandate. We embrace best practice lessons and adhere to all requirements of sections 38(1)(a)(i) of the Public Finance Management Act (PFMA) Act 1, 1999; principles 2 and 5.4 of the King IV Report on Corporate Governance; the Disaster Management Act, 2015 (Act No. 16 of 2015) section 30 of the Public Service Act, 1994 (PSA); sections 13 and 18 of the Public Service Regulations (PSR), 2016; and internationally recognised operational best practices. These robust institutional governance and risk frameworks ensure the ethical delivery of our mandate. Our practices, in line with the policies and strategies, are reviewed on an ongoing basis, given the changing circumstances in the operational environment including the volatility of the economic factors, failing domestic infrastructure, digital advancements such as artificial intelligence, geopolitics, and increasing risk of threats to cybersecurity and breaches of data confidentiality.

2. RISK MANAGEMENT

Strategies to stimulate industrialisation and transformation were thoroughly assessed to determine possible risks that could impede these efforts.

- Of all risks which were reported the mitigating controls and interventions were addressed and no risks materialised which would have put the Department into financial, reputational or any other risk.
- The Department's Risk Management Committee (RMC), chaired by the external independent Audit Committee member, held four successful meetings, where risks were challenged, interventions to manage the risks were discussed and the committee was satisfied with the execution of the Risk Management Unit, despite its severe resource constraints. The Department has approved Risk Management Policy and Strategy, against which all risk management processes were assessed.
- The risk management process was aligned with the planning process of the Department. Strategic (and emerging) risks that could impede the achievement of **the dtic**'s strategic objectives were identified, assessed, and managed or mitigated. The assessment was conducted against the strategic outcomes as well as the APP targets. The management of strategic risks, being the responsibility of Executive Board (Exbo) was discussed at the Exbo meeting, after being approved by Exbo.
- Operational risk assessments were conducted during the year, to ensure that risks that could prevent the operational targets outlined in the APP, were identified and mitigated.
- On a quarterly basis, the Office of the Chief Risk Officer (OCRO) monitored the progress of interventions put in place to mitigate or manage the risks identified; this was discussed at the RMC.
- The RMC is attended by risk champions from all branches of the Department, including the Chief Financial Officer; the Chief Director: Legal; the Chief Risk and Compliance Officer; and Internal Audit. The Risk Management Unit monitored both the strategic and operational risks of the Department. No risks had materialised.
- Training sessions covering risk management are delivered by the OCRO on a quarterly basis to the staff at **the dtic**. Additionally, quarterly communications via the internal newsflashes were conducted to enhance the risk management understanding and to create a culture of risk aware staff.
- The Auditor General (AG) independently assesses the effectiveness of the Department's risk management system and provides assurance thereof to management. The assurance provided has been satisfactory with no findings.
- Business continuity management processes included the development and approval of the BCM Policy And Strategy, the Business Impact Analysis, and Business Continuity Plans, while administering training to all BCM custodians and promoting general awareness among the Department's employees.

Key strategic risks

No.	Outcome	Key Risk	Risk Mitigation
1	Reindustrialisation Increased and diversified exports (including value-added services such as GBS) with African countries and to other global markets.	Limited export growth and diversification due to geopolitical instability and unfavourable trade relations.	• Undertake export promotion initiatives on the Continent to unlock AfCFTA opportunities as they are implemented. • Diversify export products. • Continuing to induce demand in the domestic market through localisation efforts. • Prioritise exhibitions selected and augment through inward and outward buying missions based on reduced available budgets. • Enhance efforts to promote export opportunities to new markets. • Resolve 10 trade barriers on priority products per trade agreement. • Address non-compliance of African countries with the commitments they have undertaken under the AfCFTA, SADC Trade Protocol. • Resolve 10 trade barriers for priority products under the CAEPA with China. • Implement 11 economic interest strategies for key trading partners or regions. • Sign trade agreements with the US, China and India to expand market access for SA goods.
2	Capable State Building strong capacity in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, strengthening forensic capacity under **the dtic** shared services programme in its commitment against fraud and corruption.	Threat of cyber-attacks and recovery from actual cyber-attacks.	• Conclude formal skills compacts between industry masterplans (link **the dtic** incentives to mandatory skills development outcomes and prioritise technical, digital, artisan skills aligned to industrial sectors). • 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. • Enhanced KPIs for InvestSA to measure conversion rate from leads to committed investment to operational investment. • Introduce fast strategic investment turnaround times for approval of projects above a defined threshold. • Review of incentives with a focus on outcomes-based funding such as verified jobs created, and export performance. • Introduce a post funding job retention tracking that will allow incentives to focus on tracking long term employment instead of short-term employment. • Prioritise sectors with high employment multipliers (manufacturing, agro-processing, GBS, green economy value chains). • Expand distress funding window by strengthening coordination with the IDC, NEF and simplify the eligibility criteria for working capital relief. • Introduce quick turnaround strategy for approval of distressed funding applications.

No.	Outcome	Key Risk	Risk Mitigation
3	Job Creation Stabilisation of sectors in distress to sustain existing jobs and protect current industrial capabilities which are hard and sometimes impossible to replace while building capabilities in the new green and digital sectors.	Economic regression/stagnation	• Conclude formal Skills compacts between industry Masterplans and SETs (link **the dtic** incentives to mandatory skills development outcomes and prioritise technical, digital, artisan skills aligned to industrial sectors) • 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. • Enhanced KPIs for Invest SA to measure conversion rate from leads to committed investment to operational investment • Introduce fast strategic investment turnaround times for approval of projects above a defined threshold. • Review of incentives with a focus on outcomes-based funding such as verified jobs created, and export performance • Introduce a post funding job retention tracking that will allow incentives to focus on tracking long-term employment instead of short-term employment • Prioritise sectors with high employment multipliers (manufacturing, agro-processing, GBS, green economy value chains) • Expand distress funding window by strengthening coordination with the IDC, NEF and simplify the eligibility criteria for working capital relief • Introduce quick turnaround strategy for approval of distressed funding applications
4	Reindustrialisation Sector partnerships and social compact 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.	• Ensure industrial Policy instruments are not implemented in isolation. Ensure alignment with fiscal, energy, logistics and other related policies. • Secure cross-Departmental endorsements before major policy shifts. • Institutionalise stakeholder buy-in through formalised compacts rather than unilateral policy direction. • Continuous NEDLAC engagement: pre-legislative consultation and consensus building to avoid resistance during implementation. • Continuous investment and industry engagement platforms to encourage policy certainty and building investor confidence. • Ensure participation in the National Industrial Policy through public-private sector compacts and masterplans even when finances are constrained, to maintain stakeholder alignment. • Monitor developments on an ongoing basis and implement appropriate reactive measures.
5	Reindustrialisation Localisation, beneficiation and COVID industrial production initiatives.	Demand from public procurement is insufficient to stimulate local production of goods and services.	• Continue engagement as and when needed with SOEs to encourage the use of local content. • Request enhancement of system to the tracking system from national treasury. • Support national treasury in the development of the regulation for the Public Procurement Act.

No.	Outcome	Key Risk	Risk Mitigation
6	Re-Industrialisation Investment initiatives to increase the level of investment.	Investors disinvest in South Africa for more attractive pastures.	• Work with security and law enforcement operators to mitigate these key messages on law enforcement, presence and prosecution progress. • Place more focus on market diversification, supply chains, and engaging new potential investment partners. • Monitor global developments and direct investment attraction strategies towards new and more stable markets. • Strengthen intergovernmental co-ordination with key Departments to support the implementation of the National Infrastructure Plan. • Stay ahead of global developments and help investors navigate disruptions by identifying alternative markets, routes, and opportunities. • Sign five Investment Framework Agreements with priority trading partners to improve the business climate to attract investment.
7	Transformation 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.	Slow progress in transformation and inclusion.	• Increased stakeholder awareness and collaboration with the private sector. • Coordination of economic empowerment programme through outreach and public participation engagements with business structures to promote inclusion of youth and women-owned businesses into the mainstream economy, such as SEF, YES, ESOPS, Black Industrialist, as well as the Transformation fund. • Review of the BBBEE policy and strengthening of enforcement in partnership with the BEE Commission • Implementation of the Transformation Fund. • Collaboration with other government Departments to encourage public sector compliance. • Included SSME analysis for all impact evaluations on applicable incentive programmes. • Review of applicable Incentive Guidelines to increase access to SMMEs. • Outreach workshops/webinars that target SMMEs, women, and youth and provide information on applicable incentives.

No.	Outcome	Key Risk	Risk Mitigation
8	Capable State Building strong capacity in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, 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.	• Capacitation of the recruitment office. • Appointment of Director: OD&T. • Escalation of delays with DPSA approvals to Minister. • Refer action plans for the Org culture risk. • Approval and implementation of the new structure. • Decentralisation of Legal Services function and capacity. • Creation of Director Opinion position. • Alignment of Human Resource with legal services function.
9	Capable State Building strong capacity in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, strengthening forensic capacity under **the dtic** shared services programme in its commitment against fraud and corruption.	Poor organisational culture	• Conduct Org culture survey. • Commencement with Implementation of Recommendations.
10	Capable State 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	• Finalise consultations on draft oversight policy and submit for approval. • Resuscitate Line Managers' Forum and schedule bi-monthly meetings. • Follow up to ensure that all Shareholder Reps submit reports monthly. • Develop the performance guideline for board assessment and the ToR for the appointment of a panel of service providers and submit to the DG. • Make follow-ups on the implementation of recommendations in respect of audit findings. • Discuss and agree on revised assessment template with branches. • Engage the DG and CoS on the matter. • Bring forward reporting dates, engage branches and develop a compliance calendar for the year. • Engage the DG and CoS.

No.	Outcome	Key Risk	Risk Mitigation
11	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.	• Review/Development of legislation/bills/regulations. • Stakeholder consultations or engagements as and when there is resistance or need for consultation.
12	Capable-state Co-ordination within the Department and with other parts of the state: Ensuring effective support functions from other public entities to achieve **the dtic** outcomes.	Lack of collaboration and integration across three spheres of government.	• Host the National Gambling and National Liquor Policy Councils to discuss policy/legislation matters of concurrent jurisdiction. • Engagements with relevant stakeholders and provinces • Collaboration with law enforcement stakeholders on matters of enforcement (e.g liquor matters). • Conduct education and awareness workshops on various legislation and issues of public interest • Quarterly engagements with SEZ Entity CEOs and provincial Departments on the implementation of SEZ to ensure operational entities. • Ensure **the dtic** representation on all SEZ entity boards to ensure efficient management of SEZ entities • Use formal Intergovernmental Forum (ICTS Cluster) to ensure that all Departments are aligned to trade priorities. • More effective use of existing structures (NEDLAC and its structures TIC, Teselico) to engage social partners on our trade agenda, positions and negotiations, etc. • Create regular interDepartmental trade briefings (quarterly or bi-annual) with key Departments (DIRCO, SARS, Agriculture, etc). This could include: Trade policy updates, negotiation progress notes, market opportunity briefs, AfCFTA implementation updates, etc. • Information sharing on the work of the Trade Branch for DIRCO training (Outgoing Heads of Mission, etc). • Ongoing engagements with the relevant departements and entities on the planning and monitoring of trade and investment initiatives.

No.	Outcome	Key Risk	Risk Mitigation
13	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 **the dtic** emerging sector programs.	• Introduce blended finance packages in partnership with IDC and NEF. • Ring-fence strategic sector funding by prioritising emerging sectors in budget allocation. • Implementation of the Industrial Policy Action Plan 111.
14	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.
15	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.	Fraud and corruption	• Roadshows on ethics and fraud, to the regional offices, foreign economic offices and selected entities within **the dtic.** • Training and workshops on ethics and fraud. • Ethics and fraud measures, newsflashes and initiatives to be extended to the public entities. • Ethics processes and measures to be extended to the public entities and key stakeholders of the Department incl.one stop shops. • Ethics and fraud posters to be displayed in all Departments offices. • Capacitate the fraud prevention function in the OCRO. • Ethics surveys and implementation of recommendations to close weaknesses identified. • Fraud assessments to be conducted in vulnerable areas of the Department.

3. FRAUD AND CORRUPTION

the dtic employs a firm approach of zero tolerance towards fraud and corruption. The approved Fraud Prevention Policy and Plan assists in driving initiatives to ensure that both employees of **the dtic** and the public report any suspicious activities. There is also a strong focus internally on ethics awareness as a deterrent to fraud. The Department has two (2) hotlines in place, which encourages the confidential reporting of fraud and unethical matters. These are: fraudandcorruption@thedtic and fraudandcorruption@thenlc. The National Anti-Corruption Hotline (0800 701 701, toll-free) is also promoted as part of **the dtic**'s initiative of encouraging the reporting of any form of fraudulent and/or corrupt activity. The Department has an approved whistleblowing policy which includes the protection of whistleblowers. In December 2024, **the dtic** hosted an Anti-corruption Day and banners, posters, leaflets and brochures were placed at all strategic points on **the dtic** Campus including at the entrances of all buildings, in lifts, at pause areas, and leaflets were handed out to all officials entering and leaving **the dtic** buildings.

4. MINIMISING CONFLICT OF INTEREST

To promote a professional, ethical, dynamic, competitive and customer-focused working environment, the Ethics Unit facilitated the disclosure of financial interests by members of the senior management service (SMS) and achieved 100% compliance for the financial year, as reported by the Public Service Commission. Verification of the financial disclosures revealed no instances of conflict of interest. To further assist and enhance the ethical culture in the Department, employees are required to obtain approval to perform other remunerative work (ORW) outside the public service and disclose all business interests. Such applications are assessed by the Head of Ethics for conflicts of interest before approval can be granted by the Director-General. The Head of Ethics promotes ethical conduct through internal awareness newsflashes every quarter and by addressing ethical dilemmas.

Awareness campaigns educate staff on key issues such the conflict of interest posed by receiving gifts. The Department also conducted a 100% review of lifestyle audits by performing multiyear financial disclosure submissions, and reviewed the Central Supplier Database and whistleblowing lines. The analysis did not yield any anomalies which required investigations.

5. CODE OF CONDUCT

The Code of Conduct sets out the expected standards of behaviour for both employees of the Department and its stakeholders. It aims to promote a culture grounded in integrity, accountability and professionalism. To reinforce adherence to these principles, the Department continues to implement awareness and capacity-building initiatives through induction programmes, structured training interventions, and regular internal communications such as newsflashes. In addition, the National School of Government (NSG) offers targeted training on ethical conduct to complement these efforts. During the 2025/26 financial year, 94% of employees completed Ethics training. The Ethics Committee has been continuing with its activities and is actively addressing ethical risks and challenges within the internal environment.

Non-compliance with the Code of Conduct is treated as misconduct. Where breaches occur, the d epartment institutes disciplinary processes in line with the Public Service Disciplinary Code and Procedures as well as the provisions outlined in Chapter 7 of the SMS Handbook.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

6.1. Health and Safety to mitigate against workplace hazards.

1. **Compliance:**
   - The Department convened all four statutory Occupational Health and Safety Committee meetings as mandated by Section 19(4) of the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993).
   - Moreover, the Department achieved 95% implementation rate from its 2025/26 Hazard Identification Risk Assessment (HIRA) plan.
   - Two evacuation simulation drills were undertaken.
2. **Fire systems testing:**
   - Four quarterly scheduled testing rounds conducted during 2025/26.
   - Monthly inspection of fire equipment throughout the Campus conducted and identified challenges addressed on an ongoing basis.
3. **Health and Safety construction site risks:**
   - OHS findings associated with ongoing refurbishment works at **the dtic**'s Block B managed.
   - Monthly regular inspections, structural reporting requirements and engagement with contractors and facilities management complied with.
4. **OHS regional offices**
   - Inspection conducted in Cape Town and Gqeberha during 2025/2026.
   - Durban office scheduled for the new financial year (2026/2027).

6.2. Environmental Issues to reduce pollution and occupational hazards.

1. **Ventilation**
   - Two Indoor Air Quality (IAQ) and water assessments conducted, confirmed to align with relevant standards. National Environmental Management: Air Quality, 2004(Act No.39 of 2004).
   - HVAC systems maintained as per annual schedule to ensure acceptable air quality within the workplace.
2. **Consumption of utilities**
   - Monitored in accordance with the requirements of the public-private partnership agreement (PPPA), electricity and water metering closely tracked.
3. **Reduce environmental footprint**
   - Waste management is monitored monthly by FM to align with PPP disposal and recycling provisions.
   - Housekeeping and cleaning used hygiene consumables monitored to comply with SABS.
4. **Backup generators and UPS rooms**
   - Inspected half-yearly to ensure their conformity with the prescribed atmospheric emissions requirements in accordance with the National Environmental Management Act (NEMA), where applicable.

7. PORTFOLIO COMMITTEES

Dates of the meeting

the dtic Parliamentary meetings of the Portfolio Committee on Trade, Industry and Competition		
1.	25 March 2026	Briefing by the SABS on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year; and Briefing by the Competition Commission on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year
2.	24 March 2026	Status report from the SIU and NPA on allegations of corruption and maladministration at the NLC
3.	13 March 2026	Liquor Amendment Bill [Private Members Bill]: engagement with DSAC, DoH & **the dtic**
4.	11 March 2026	Briefing by the B-BBEE Commission on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year; and Briefing by the Competition Tribunal on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year; and Committee Report on Island View Precinct.
5.	10 March 2026	Briefing by the TRP on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year; and Briefing by the NCT on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year
6.	06 March 2026	Engagement with **the dtic**, the Departments of Agriculture, of Health and of Justice and Constitutional Development on their role to enable the National Cannabis Master
7.	04 March 2026	Briefing by the CIPC on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year and Briefing by the Companies Tribunal on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year
8.	03 March 2026	Briefing by the **the dtic** on its 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year
9.	27 Feb 2026	Consideration of the draft Committee Report on Island View Precinct
10.	25 Feb 2026	Briefing by the NCC on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year; and Briefing by the NCR on its 1st, 2nd and 3rd quarter financial and non-financial performance for the 2025/26 financial year
11.	24 Feb 2026	Engagement with NAFCOC regarding their petition requesting intervention in IDC's deviation from its mandate and prejudice against black business
12	17 Feb 2026	Engagement with the Minister of Trade, Industry and Competition and film industry stakeholders on the crisis in the film industry
13.	27 Jan 2026	Briefing by **the dtic** on the implementation of the South African Automotive Master Plan; and Engagement with stakeholders on the implementation of the South African Automotive Master Plan
2025		
14.	3 Dec 2025	Deliberations on the recommendation(s) for the NLC Board Chairperson; Formal consideration of the report and Consideration of the Committee's first quarter programme of 2026

15.	2 Dec 2025	Committee Business and Interviews for the NLC Board Chairperson
16.	28 Nov 2025	Island View infrastructure leasing impact: stakeholder engagement
17.	26 Nov 2025	Briefing by Ms Mente-Nkuna on the Liquor Amendment Bill and Input by the **the dtic** on the Liquor Amendment Bill
18.	25 Nov 2025	Briefing on the implementation of the Butterfly Strategy, the status of trade relations, ongoing trade negotiations and progress in implementing existing trade agreements; Update on the tariff negotiations between South Africa and the US, including South Africa's response to the imposition of additional tariffs by the US
19.	11 Nov 2025	Briefing by the NMISA on its 2024/25 Annual Report; and Briefing by the NRCS on its 2024/25 Annual Report
20.	4 Nov 2025	Formal Consideration of the Budget Review and Recommendation Report; Consideration of the request for the Committee to develop a Committee Bill on Remote Gambling; and Consideration of minutes
21.	29 Oct 2025	Briefing by the IDC on its 2024/25 Annual Report; Briefing by the NEF on its 2024/25 Annual Report; and the DA Memo on National Gambling Act Amendments
22.	28 Oct 2025	Engaging on the impact of the directive to lease infrastructure at Island View Precinct
23.	22 Oct 2025	Shortlisting for NLC Board Chairperson
24.	21 Oct 2025	Briefing by the Office of the Auditor-General on the audit outcomes of **the dtic** and its entities for the 2024/25 financial year; Briefing by **the dtic** on its 2024/25 Annual Report and its first quarter financial and non-financial report for the 2025/26 financial year
25.	15 Oct 2025	Briefing by the NGB on its 2024/25 Annual Report; Briefing by the NLC on its 2024/25 Annual Report
26.	14 Oct JOINT with PC Transport	Engagement with the Department of Transport, Transnet, Competition Commission, B-BBEE Commission on the impact of the directive to lease infrastructure at the Island View precinct
27.	7 Oct 2025	Briefing by **the dtic** on the Agreement on the establishment of the African Export-import bank ("Afreximbank"); and Committee report on KZN & GP Oversight Visit
28.	17 Sept 2025 JOINT with PC Small Business Development	Engagement with the DOC (ICASA) and **the dtic** (NCC & CC) on data expiration and consumer protection
29.	16 Sept 2025 JOINT with PC Small Business Development	Briefing by **the dtic**, the DSBD and other stakeholder(s) on the development of the township economy; and Committee Strategic Plan and Annual Performance Plan
30.	03 Sept 2025	Committee Strategic Planning Workshop
31.	02 Sept 2025	Committee Strategic Planning Workshop
32.	24 July 2025	Briefing by Competition Commission on the role of mergers and acquisitions in advancing economic transformation; Committee Report on **the dtic** Q4 Performance
33.	16 July 2025	Briefing by IDC 2025/26 Annual Performance Plan; Committee Report on **the dtic** Q4 Performance
34.	25 June 2025	Committee: **the dtic** Budget Vote Report

35.	24 June 2025	Engagement with Minister & NLC regarding the process to award the National Lottery Operator Licence
36.	17 June 2025	Briefing by **the dtic** on Revised 2025/26 APP; Legislative Update; International Protocols; Unemployment data; National Lotteries Operator
37.	10 June 2025	Briefing by **the dtic** on Q4 2024/25 Performance; Status of Trade Relations and ongoing negotiations
38.	04 June 2025	Engagement with stakeholders from the steel industry on progress and outcomes of implementing the Steel and Metal Fabrication Master Plan: stakeholder engagement
39.	03 June 2025	Briefing by **the dtic** on the Transformation Fund
40.	20 May 2025	Briefing by National Metrology Institute of South Africa (NMISA) on Q4 2024/25 Performance
41.	13 May 2025	Briefing by **the dtic** and B-BBEE Commission on B-BBEE Policy, Transformation Monitoring Reports, BEE Codes of Good Practice & implementation of Industry Sector Codes
42.	07 May 2025	Briefing by **the dtic** on the development and implementation of the Energy and provincial One Stop Shops; Briefing by **the dtic** on progress in implementing **the dtic** Group's red tape reduction interventions
43.	06 May 2025	Briefing by **the dtic** on the progress and outcomes of implementing the Steel and Metal Fabrication Master Plan
44.	24 Apr 2025	Committee Report on revised **the dtic** 2024/25 APP
45.	23 Apr 2025	Committee Report on **the dtic** revised 2024/25 APP; and Committee Report on **the dtic** Q2 and 3 2024/25 Performance
46.	22 Apr 2025	**the dtic** 2025/26 Annual Performance Plan; and Committee Reports

Matters raised by the Portfolio Committee and how the department has addressed these matters:

1. **The Report of the Portfolio Committee on Trade, Industry and Competition on Budget Vote 39: Trade, Industry and Competition, dated 25 June 2025**

The Department of Trade, Industry and Competition (the dtic) advised as follows on the issues raised in the recommendations.

- ***Developing a mechanism to monitor the level of beneficiation in the country, in consultation with the Minister of Mineral and Petroleum Resources, and to report within six months of adoption of this report.***

Response:

We recognise that despite significant mineral wealth, the Country's mineral exports have remained skewed towards low-value, raw and semi-processed commodities. This has denied us substantial socio-economic and industrial development benefits that associate with mineral beneficiation.

In-line with Government's industrialisation, localisation and beneficiation objectives, **the dtic** together with relevant institutions of the state will during this financial year develop a Mineral Beneficiation Index to quantitatively track the extent and impact of local value addition in key mineral and industrial sectors.

This will provide credible data on beneficiation progress across prioritised minerals that will important to effective policy execution, monitoring and course correction.

- ***Engaging the relevant Ministries, public entities and the private sector to develop mechanisms to bridge the gap to commercialise particularly state-funded innovations in support of industrialisation and to report on progress within six months of adoption of this report.***

Response:

the dtic acknowledges that commercialisation of new innovation for the creation of new industrialists requires a coordinated set of interventions across various departments. Therefore, partnerships with the DSTI, DSBD and their agencies are being prioritised. Technologies funded through state agencies within the National System of Innovation are referred to the Khoebo Innovation Promotion Programme (KIPP) of **the dtic** administered by the IDC. More work is being done to access rural and township innovation through provincial (economic development departments) and local government engagements.

- Expediting the finalisation of amendments to the framework for Industrial Parks to improve their governance and economic viability and to report on progress within six months of adoption of this report.

Response:

the dtic is currently rolling-out the revised implementation framework for Industrial Parks (IPs) in two IPs, viz. the Matjhabeng Enterprise IP and the Upington IP. Protocol agreements across all provincial and municipality agencies to improve governance and economic viability are further being strengthened through guidelines of Global Eco-Industrial Parks Programme (GEIPP), under the UNIDO and **the dtic** Agreement.

All prioritised Industrial Parks for revitalisation for the 2025/26 FY and beyond, will be developed and supported through collaboration by all spheres of government and in partnership with private sector – in order to ensure sustained development and growth. The framework is also aligned to Strategy on Spatial Industrial Development for SEZs and IPs.

Quarterly reports will capture progress on the roll out and finalisation of the amended or revised framework is envisaged to be finalised by March 2026.

- ***Expediting the finalisation of the implementation plan, financing mechanisms, governance structures and performance indicators of the Transformation Fund and report on progress within three months of adoption of this report.***

Response:

The Department takes note of the recommendation by the Portfolio Committee and we will present the report on progress by end October 2025.

2. Budgetary Review and Recommendation Report of the Portfolio Committee on Trade, Industry and Competition, dated 04 November 2025 – which included Q1 2025/2026

There were no recommendations proposed by the Portfolio Committee, however, the Department has taken note of the 31 conclusions and these will be considered by **the dtic** in its upcoming deliberations towards the drafting of the 2026/2027 APP; and where applicable, the Department will incorporate some of the proposals as targets and report on the others as and when we appear before the PC.

3. **Report of the Portfolio Committee on Trade, Industry and Competition on the Department of Trade, Industry and Competition's Second and Third Quarter Financial and Non-Financial Performance for the 2025/26 Financial Year, dated 01 April 2026**

The above-mentioned report, ATC'd on 9 April 2026, refers. Please find below **the dtic's** response to the Committee's recommendations.

- ***Reviewing the effectiveness of existing performance management and accountability frameworks with a view of strengthening alignment between planning, implementation, and reporting, to address persistent underperformance of the dtic and its entities.***

Response:

The Department operates within established performance planning and reporting frameworks prescribed by the Department of Planning, Monitoring and Evaluation (DPME), with budgeting processes guided by the National Treasury. Therefore, the Strategic Plan and Annual Performance Plan (APP) are developed and governed in line with these prescripts. Furthermore, the Department has internal governance and oversight structures in place, including Executive Committee and Operational Committee structures, as well as Risk and Audit Committees and Ministerial oversight. These structures provide continuous oversight of performance planning, implementation, and reporting.

In addition, the Department's reported performance information is subject to quarterly internal audit processes, which assess the reliability, accuracy, and completeness of performance reporting. This provides an added layer of assurance on the credibility of the information submitted.

Performance outcomes are monitored and reported on a quarterly basis, and detailed explanations for underperformance are provided in these reports. These include specific reasons for variances at programme and sub-programme level, as well as corrective actions to address identified challenges.

The reasons for underperformance vary across branches and programmes and are not systemic in nature. These may include factors such as capacity constraints, procurement delays, dependencies on external stakeholders, and budget-related pressures. These are addressed through targeted, programme-specific interventions, which are monitored through the Department's governance structures.

- ***Regarding alignment between planning, implementation, and reporting, the Department continues to strengthen internal coordination within the existing planning and budgeting prescripts, including improving the linkage between approved plans, available resources, and implementation schedules. The Department remains committed to ensuring that its performance management and accountability processes are effectively implemented, and that performance information presented to Parliament is credible, transparent, and supported by clear remedial actions where required.***

Response:

The Department acknowledges the unsatisfactory performance of certain entities and reaffirms its commitment to strengthening performance management and accountability frameworks across **the dtic** Group. In the 2025/26 financial year, several interventions were implemented, including:

- The rigorous review of the plans of the entities by the Department and Ministry to ensure alignment to mandates, Department and Government priorities and impact.
- Performance targets for entities set at 80% every quarter and annually.

- Integration of the 80% target into Shareholder Compacts to ensure alignment with accountability structures.
- Monthly reporting to ensure monthly tracking of progress and unblocking interventions where necessary.
- Governance meetings with the Minister and Deputy Ministers where the performance of the entities is discussed.
- Bilateral engagements with selected CEOs and Boards.
- Cluster meetings between DDGs and entities to strengthen oversight.
- Knowledge exchange fora between the Department and entities. These cover HR, Finance, Risk, ICT etc.
- Appointment of a dedicated financial management resource within the Department tasked with reviewing financial health, monitoring clean audit plans, and assessing risk registers.

For 2026/27, planning has been further strengthened, informed by valuable feedback from the Portfolio Committee. The newly introduced measures will be reinforced with greater consistency and discipline, with particular emphasis on the timely conclusion of Shareholder Compacts, Performance Agreements, and Performance Reviews.

- ***Assessing the policy and administrative framework governing incentive schemes to determine whether reforms are required to improve efficiency, improve turnaround times and enhance the effectiveness of the disbursement process.***

Response:

The Incentive Branch is embarking on an Impact Evaluation Study in partnership with the Department of Planning, Monitoring and Evaluation (DPME) to assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of suite of incentive administered by the Branch. The evaluation will determine the value for money and net benefit of the incentive suite to the state and country, in order to inform policy refinement, incentive redesign, and implementation improvements.

- ***Evaluating systemic factors contributing to under-expenditure and inefficiencies in budget execution, particularly within programmes supporting industrial development, and identifying policy measures to improve the timely and impactful utilisation of available resources.***

Response:

The planned impact evaluation will be implemented to assess the effectiveness, efficiency and continued relevance of incentive programmes, and to inform their rationalisation or redesign as necessary.

Systemic drivers of under-expenditure include the misalignment between multi-year, performance-based investment cycles and annual budgeting frameworks. Incentive disbursements are contingent on firms meeting pre-defined milestones, such as realised investment, job creation and exports; which unfold over multi-year and non-linear timelines.

To address these challenges, and with endorsement from National Treasury, the Department plans to shift from programme level allocations to a single line or cluster-based budgeting approach, introducing flexibility to reallocate funds based on real-time demand. This will reduce reliance on late virements and support timelier and more impactful utilisation of available resources.

- ***Ensuring that the recruitment processes are expedited to address capacity constraints that are affecting programme implementation and service delivery.***

Response:

Recruitment Function Capacity and Monitoring Systems have been augmented as from 1 April 2026 to ensure that the recruitment efforts are expedited. The Department acknowledges the Committee's request to expedite recruitment processes for entities in order to address capacity constraints impacting programme implementation and service delivery.

Under the 7th Administration, a number of vacancies within the purview of the Minister were advertised. Of these, the following appointments were successfully made in 2025/26, while the remaining are in the process of being finalised:

- Export Credit Insurance Corporation (ECIC) Board
- South African Bureau of Standards (SABS) Board
- South African National Accreditation System (SANAS) Board
- National Lotteries Commission (NLC) Distributing Agency Members
- Companies Tribunal Members
- National Empowerment Fund (NEF) Trustees
- Industrial Development Corporation (IDC) Board Members
- Takeover Regulation Panel (TRP) Members
- Special Economic Zones (SEZs) Advisory Board Members
- Non-Proliferation Council Members
- South African Council for Space Affairs Members

The updated vacancy report is currently under consideration. Once all internal processes are concluded, the next batch of vacancies will be advertised. Learnings from the previous recruitment cycle will be applied to ensure that processes are expedited.

The Department also continues to monitor vacancies within entities and actively encourages them to prioritise the speedy filling of positions. The Department and Ministry remain committed to strengthening institutional capacity and will provide regular updates to the Committee on progress made in filling key positions.

- ***Assessing the adequacy of governance, oversight and accountability frameworks applicable to entities reporting to the dtic with a view to strengthen institutional performance and stability.***

Response:

The revised oversight framework, currently in draft form, will be finalised to ensure more robust governance and accountability across the entities.

- ***Evaluating policy and coordination mechanisms across government to address constraints affecting industrial infrastructure development including industrial parks and Special Economic Zones.***

Response:

The Department has developed the Spatial Industrial Development Strategy, which is primarily focusing on the participation of all three spheres of government in the planning, development and management of SEZs, strategic revitalisation of state-owned Industrial Parks and industrialisation of township and rural economies. The Strategy is informed by a thorough review of the SEZ and Industrial Parks implementation, which identifies policy gaps, lessons learnt

and key recommendations for effective implementation, including a proper coordination mechanism.

Within the One Stop Shop initiative (driven at a National level at the head office of **the dtic** in Pretoria and rolled out at a Provincial level), there are two additional initiatives supporting industry, namely -

a) Energy One Stop Shop (EOSS)

The Energy One Stop Shop (EOSS) is a strategic investment facilitation mechanism led by the Department of Trade, Industry and Competition to accelerate energy projects in South Africa. It serves as a central coordination platform that streamlines regulatory approvals, reduces bottlenecks, and enhances investor confidence in the energy sector.

By aligning multiple government entities, the EOSS ensures faster turnaround times and improved transparency across the project lifecycle:

- Streamline and coordinate regulatory approvals across national, provincial, and municipal levels;
- Fast-track energy projects to address supply constraints and support economic growth; and
- Provide a single interface for investors to navigate complex compliance processes.

b) Fusion Centre

The Fusion Centre is a government-wide initiative designed to proactively identify and resolve systemic investment bottlenecks across sectors. Anchored within the Department of Trade, Industry and Competition, it integrates data, decision-making, and inter-departmental coordination to unlock stalled investments and improve the ease of doing business.

The Centre plays a critical role in driving accountability and enabling rapid intervention on priority projects:

- Identify, track, and resolve investment blockages in real time through coordinated interventions;
- Enhance inter-governmental collaboration and accountability in decision-making; and
- Support economic reform by improving regulatory efficiency and investor aftercare.

The One Stop Shop (OSS), Energy One Stop Shop (EOSS), and Fusion Centre collectively enhance ease of doing business by streamlining regulatory processes, reducing approval timelines, and providing a coordinated government interface for investors. They enable faster project implementation, proactively resolve bottlenecks, and improve transparency, predictability, and investor confidence across key sectors of the economy.

- ***Assessing the role of the state in driving industrial development, including the extent to which a more active, state-led approach may be required to accelerate industrialisation, support strategic sectors, and enhance economic transformation***.

Response:

South Africa's Industrial Development Strategy (IDS) places the State at the centre of economic development, with the Department of Trade, Industry and Competition (**the dtic**) leading a focused industrial policy aligned with broader economic goals. The State uses a range of coordinated tools such as fiscal policy, trade measures, incentives, innovation, education, and regulation to drive industrialisation.

A key framework guiding this Strategy is the “3Ds” - Decarbonisation, Diversification and Digitalisation. Decarbonisation aims to reduce emissions and build green industries like renewable energy and hydrogen. Diversification focuses on expanding into new sectors and reducing reliance on traditional industries. Digitalisation supports growth through advanced technologies like Artificial Intelligence (AI), Internet of Things (IoT), and Cloud computing.

The Strategy prioritises rebuilding and expanding manufacturing by supporting green industries, improving competitiveness (through energy and logistics), promoting localisation and exports, and ensuring inclusive growth through targeted funding. Sector selection is guided by goals such as job creation, inclusion, sustainability, and future economic positioning, while also maintaining existing industries.

Economic transformation is central to the policy, aiming to address historical inequalities by expanding ownership and participation among black South Africans, women, and SMMEs. This includes support through financing, procurement, and industrial programmes like Special Economic Zones (SEZs). Overall, the Strategy seeks to create a more inclusive, competitive, and sustainable industrial economy.

Reviewing the effectiveness of current industrial policy instruments, including tax incentives, to determine whether a broader mix of policy tools and direct interventions is required to strengthen industrial development outcomes.

Response:

the dtic acknowledges that a broader mix of policy tools and not just incentive grants is needed to strengthen industrial development outcomes. The Department is exploring the options of possible Tax incentives and preferential loan support as more sustainable options to support investment. However, strengthened industrial development outcomes require additional policy interventions as highlighted in the Industrial Policy.

Effective industrial policy in South Africa requires strong coordination and alignment of multiple policy instruments to support the goals of decarbonisation, diversification, and digitalisation (‘the 3Ds’). A mix of tools such as tariffs, trade measures, public procurement, tax incentives, infrastructure investment, skills development, and R&D support must be used together to avoid fragmentation, duplication, and conflicting outcomes.

While tax incentives (e.g. SEZ tax breaks and R&D deductions) play a role in attracting investment, they are not sufficient on their own. Their impact has been uneven, often carrying high fiscal costs and sometimes rewarding firms without generating meaningful developmental benefits like job creation or local industrial growth.

A key limitation of tax incentives is that they do not address deeper structural challenges such as unreliable infrastructure, energy shortages, skills gaps, and regulatory complexity. This reduces their effectiveness and highlights the need for better targeting, stronger conditions, and improved monitoring.

To achieve sustainable and inclusive industrial development, South Africa needs a broader, more integrated policy approach. This includes greater use of direct state interventions like infrastructure investment, development finance, and strategic procurement, alongside sector-specific strategies and innovation support.

Overall, industrial policy instruments must be recalibrated and better coordinated across government to drive economic growth, reduce inequality, and create jobs, with regulatory bodies aligning their actions to support a coherent and effective industrial strategy.

- ***Considering the development of clear and measurable indicators to track progress in industrialisation to strengthen monitoring and evaluation for evidence-based policy-making.***

Response:

The Industrial Development Strategy (IDS) emphasises a bottom-up governance structure to improve coordination and implementation. **the dtic** leads monthly Coordinating Committee meetings to track progress and resolve issues, while a Presidency-led Inter-Ministerial Committee (IMC) meets quarterly to oversee interventions and report at the highest level. Stronger coordination across National, Provincial, and Local Government, along with improved institutional capacity, is seen as essential to address past implementation challenges.

A key priority is strengthening the Monitoring and Evaluation (M&E), through - clear, measurable indicators; aligned with National goals such as growth, job creation, export diversification, and structural transformation. The M&E framework aims to track the full results chain and relies on robust systems for data collection, reporting, and evaluation.

This includes transparent benchmarking and the use of digital tools to improve data accuracy and timeliness. Linking indicators to performance-based mechanisms such as conditional incentives will enhance accountability.

Overall, stronger M&E systems and institutional capacity will support a more adaptive, evidence-based industrial policy, enabling better responses to economic changes and more sustainable development outcomes.

- ***Assessing whether current industrial policy interventions sufficiently contribute to sustainable employment and skills development outcomes, particularly for youth, and whether adjustments are required to improve their impact.***

Response:

The Growth and Inclusion Strategy (GAIN), developed by **the dtic** with National Treasury and the Presidency, provides a unified framework to revive economic growth and create sustainable employment in South Africa. It aligns Government Plans and sets a clear growth vision, with a focused industrial policy as a key deliverable to strengthen existing sectors and develop new ones by reducing investment barriers and enabling growth.

The Industrial Development Strategy (IDS) aims to deliver key outcomes: job creation (especially in labour-intensive sectors), increased industrial output and export competitiveness, inclusive growth through support for SMMEs and Black Industrialists, reduced import dependence via localisation, and more resilient value chains.

To support re-industrialisation, Government is deploying a coordinated set of policy tools, including targeted public procurement to boost local demand, strengthened B-BBEE measures to drive transformation, competition and regulatory policies to expand opportunities for small and disadvantaged businesses, and sector-specific Master Plans to attract investment and deepen supply chains. However, the link between industrial policy and employment is not automatic.

Job creation also depends on broader factors such as global and domestic economic conditions, geopolitical dynamics, industry competitiveness, and international trade measures.

Skills development is integral in realising the broad objectives of the industrial policy interventions as it is seen as conduit to improving job opportunities for

the youth through partnerships with industry, training institutions and authorities. For example, interventions in the Digital economy, Steel, Automotives, Global Business Services and Furniture sectors have work streams and programmes aimed at increasing inclusion by creating opportunities for the youth. A review of the skills development impact across the sectors is required to determine whether adjustments are required or not.

- ***Engaging with relevant departments to evaluate the long-term sustainability and potential institutionalisation of employment support programmes, including the expansion of large-scale public employment initiatives as part of a coordinated approach to address unemployment and create long-term jobs.***

Response:

the dtic in collaboration with the Presidency and Department of Employment and Labour, coordinated the development of the Jobs Strategy. The Strategy is designed to unlock 1.8 million earning opportunities and reduce youth unemployment by 20% by 2030. It prioritises practical, implementable interventions that can deliver measurable job outcomes within the current economic and fiscal environment in partnership with the private sector.

The Strategy has 5 pillars, namely, inclusive hiring; priority sectors; demand led skilling; sustainable self-employment; and public employment. The Action Plan developed is being implemented across government, and across government departments. **the dtic** is coordinating and tracking the implementation of this action plan through the Economic Sectors, Investment, Employment and Infrastructure Development Cluster to ensure implementation is happening across all departments.

- ***Reviewing progress in the implementation of trade policy including trade agreements and market access initiatives to determine whether existing approaches support export growth and global competitiveness.***

Response:

The Department has analysed the utilisation of SA's trade agreements and will also identify whether products of export interest are covered, as well as challenges and trade barriers experienced by exporters. This work will also assist to inform industrial policy interventions. Regarding utilisation, it was found that the Economic Partnership Agreements with the EU and UK are well utilised, and notably better so than in the case of agreements of lower coverage such as the SACU-MERCOSUR Preferential Trade Agreement.

In 2025, the Department undertook work to identify possible partners for new preferential trade agreements. This follows a period during which SACU did not pursue new trade agreements in order to prioritise the AfCFTA negotiations and implementation. South Africa's exports under the AfCFTA have since accumulated to R2.6 billion by February 2026. The products exported include meat, fish, fruit, maize, sunflower seeds and oils, prepared food, wine, petroleum products, paints, chemicals, clothing, steel, and electrical equipment. A number of AfCFTA countries are already preferential destinations of these SA exports, namely Algeria, Cameroon, Egypt, Ghana, Kenya, Morocco, Nigeria, Rwanda, Tunisia and Uganda.

Currently, negotiations with China are in an early stage. The objective is to conclude an "Early Harvest Agreement" with China, in order to leverage duty free market access from 1 May 2026 under the China-Africa Economic Partnership Agreement (CAEPA). Discussions with the US and India are ongoing. Terms of Reference for negotiations with India have been concluded.

8. SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the Department	Resolved (Yes/No)
N/A	NLC audit outcomes and financial performance hearing 27 May 2025	[report awaited]	-	-

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

Include a discussion on mechanisms put in place by the Accounting Officer to resolve the matters reported by the AGSA in the previous financial year. This should include all matters in the audit report and those noted as important in the management report.

The discussion should be limited to all matters that gave rise to a qualification, disclaimer, adverse opinion and matters of non-compliance only. The Department may include the information in a table as follows:

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
None	N/A	N/A

10. INTERNAL CONTROL UNIT

Systems of internal control are designed to provide cost-effective assurance that assets are safeguarded, and that liabilities and working capital are efficiently and effectively managed.

In line with the PFMA and King V, the Internal Audit Unit provides the Audit Committee and management with assurance that internal controls are appropriate and effective. This is achieved by means of an appropriate quarterly reporting process, as well as the identification of corrective actions and suggested enhancements to controls and processes. The Risk Management Committee (RMC) monitors and oversees the control of risk areas throughout **the dtic.**

11. INTERNAL AUDIT

Purpose and Mandate

Mission

Enhance and protect **the dtic**'s value and service delivery by providing risk-based assurance, advisory, forensic and investigative services as well as insight and foresight. The mission of the Internal Audit Unit is to provide independent, objective, assurance, consulting and advisory services that are designed to add value and improve **the dtic**'s operations.

The Internal Audit Unit assists the Department in achieving its strategic objectives by providing a systematic and disciplined approach to evaluate and improve the effectiveness of **the dtic**'s risk management, internal control, and governance processes. Internal audit activities consist of four specialist areas that include compliance, performance audit, IT audit and forensic audit.

Strategy of the Internal Audit Function

This Strategic Plan provides a roadmap for a medium-term direction of Internal Audit (IA) Unit of **the dtic** in improving service delivery to its stakeholders. This plan covers the period 2025 to 2030. It is designed to be practical, feasible, and easily executed based on a SWOT analysis performed by the IA Unit at **the dtic.** It outlines the priorities of the IA Unit to continue providing an effective and efficient level of assurance, advisory and investigation services to its stakeholders. The

Strategic Plan is flexible and would be updated at least annually to consider the changes in circumstances.

This strategic plan aims to ensure the effective performance of the Internal Audit (IA) Unit in **the dtic.** Furthermore, this plan will ensure that the work of IA Unit is conducted in alignment with the Global Internal Audit Standards (GIAS), prevailing rules, regulations, and applicable legislations. This will ensure that the work of IAs is carried out in a consistent manner and adequately recorded and documented.

It is envisaged that implementation of this strategic plan will also bring about the required capacity development of IA.

Charter, Methodology, and Internal Audit Plans

Paragraph 3.2.7 of the Treasury Regulations directs an Internal Audit Unit to prepare, in consultation with and for approval by the audit committee –

a. A three-year rolling Internal Audit Plan, based on its assessment of key areas of risk for the institution, having regard for its current operations, those proposed in its strategic plan and its risk management strategy.
b. An annual Internal Audit Coverage Plan for the first year of the three-year rolling Internal Audit Plan.
c. A quarterly report to the audit committee detailing its performance against the annual

Internal Audit Coverage Plan, to allow effective monitoring and possible intervention.

All the above Strategic Documents are in place for the IA Unit, and the functioning of the Unit is carried out through compliance to its Approved AC Charter, IA Charter and IA Methodology. The Unit also has an IT Methodology, Forensic Policy and Methodology, and Performance Audit Methodology that serves as Standard Operating Procedures for these Specialist areas.

Independence and Objectivity

Core Values of the IA Function

The values of IA are:

- to maintain objectivity
- to demonstrate integrity
- to demonstrate competency
- to exercise due professional care
- to maintain confidentiality.

Internal Audit Modality

The Internal Audit Coverage Plan is a product of the strategic and operational risk assessment documents and all audit engagements which are updated with the latest risk assessments which is updated quarterly by the risk co-ordinator in each branch. The Strategic and Operational Risk Registers emanate from the Risk Management processes undertaken by the CRO and **dtic** branch managers. IA places reliance on these risk registers and uses the Strategic Risk Register as the basis for reporting on Combined Assurance.

Internal Audit performs data analysis, using Computer Assisted Audit Techniques (CAATS) such as the Audit Command Language (ACL) tool, across the various branches, including some of the incentive scheme programmes—evidenced by the implementation of the Online Incentive System (OIS).

Staffing

The unit was allowed to fill critical long-standing vacancies, in the 2025/26 year, resulting in three posts being filled as at 1 November 2025. These were Director: Forensic Investigations, and two internal auditors in compliance and performance audit respectively.

The current key staff component comprises 17 staff members including three forensic in-house staff members.

Quality Assurance and Improvement Programme

the dtic IA function engaged in its fourth external quality assurance review since the 2009/10 year during the last quarter of the 2024/25 year. The results of the review were commendable; the IA has maintained the highest rating, categorised as 'Generally Comply'. Only housekeeping and process improvement findings were identified, of which 86% have been actioned following the External Quality Assurance Review (EQAR) report presentation to the audit committee (AC) in May 2025.

Stakeholder Relationships

the dtic's IA unit effectively managed stakeholder relationships and contributed to the overall governance and efficiency of the Department by focusing on:

- **Alignment with public sector objectives:** Internal auditors ensured that our activities align with the strategic goals and mission of **the dtic**. This involves understanding the Department's objectives and integrating these into the coverage plan.
- **Enhanced risk management:** Collaborated closely with the Office of the Chief Risk Officer (OCRO) to develop comprehensive risk management plans that address emerging sectors and global risks.
- **Stakeholder engagement:** Regular communication with stakeholders to understand their expectations and concerns which builds trust. This ensures that the audit function is responsive to stakeholders' needs.
- **Transparency and accountability:** Maintained transparency in audit processes and findings that enhance accountability and foster a culture of continuous improvement.
- **Training and development:** Invested in continuous professional development for internal auditors to keep them updated with the latest standards and practices.

Combined Assurance

The King Governance Framework defines combined assurance as the integration and alignment of assurance processes to enhance risk management, governance oversight, and control efficiencies. It aims to optimise the overall level of assurance provided to those charged with governance, while considering **the dtic**'s risk appetite.

A combined assurance model is designed to maximise assurance coverage across key risk areas by leveraging the efforts of management, internal assurance providers, and external assurance providers.

To fulfil its role within the combined assurance framework and in alignment with the three lines of defence model, IA co-ordinates its activities with those of other assurance providers as part of the evolving combined assurance process for which it holds responsibility. IA applies a risk-based internal audit approach that considers combined assurance efforts and reliance on other assurance providers. The outcomes of this approach are reported to the Audit Committee.

Limitations to the activities and objectives of the Internal Audit Function

No limitations exist in **the dtic** IA Unit that will influence its functioning.

Value-add of Internal Auditing

Integrated Audits

Combined audits are encouraged within the Internal Audit unit. The audit is mainly focused on reviewing for compliance and operational efficiency across the following aspects: financial, operational, information technology, regulatory, performance, compliance, environmental and fraud.

Integrated audits consider that relevant expertise is included in performing the audits to ensure due consideration is given to all high-risks. Thus, depending

on the audit scope, auditors from compliance audit, performance audit and IT audit are utilised when performing combined assurance audits. The execution of combined assurance audits will continue as the Internal Audit unit strives to add value to **the dtic**.

Summary of the audit work performed

The Internal Audit unit continued to increase its audit coverage in line with identified risks and performed more specialist audits and investigations in performance, IT and forensic audits. Most of the audit hours focused on incentive administration, as well as the quarterly and annual review of the performance plan targets set for **the dtic**, spanning the nine programmes within the Department with a cumulative total of 71 output indicators. The unit audited the performance information reports on a sample basis for the 2025/26 financial year, concentrating on seven branches per quarter, namely: the Office of the Director-General (ODG); Trade; Investment and Spatial Industrial Development (ISID); Sectors; Incentives; Exports; and Transformation and Competition.

The Internal Audit unit assisted **the dtic** and certain entities to improve internal and risk management controls and corporate governance processes. During the final year of its contract, PWC rendered co-sourced specialist audit services. These services included specialist IT audits and an employee verification review of over 1000 employees on **the dtic** payroll. This was part of the government-wide DPSA ruling that all employees in the public sector at national and provincial government must be verified.

During the 2025/26 financial year a panel of co-sourced forensic firms continued to serve **the dtic** in its final year of appointment. The panel assisted the Department with certain forensic assignments, reviews and investigations in **the dtic** and in certain entities. This included investigations into the National Metrology Institute of South Africa (NMISA) and the South African Bureau of Standards (SABS), the latter of which covered 25 allegations and produced 10 investigative reports.

For the reporting period under review, the Internal Audit unit spent an estimated 11 000 direct hours on audit work at **the dtic,** which excludes 2 200 in-house forensic investigation hours. During this period, 57 internal audit reports - covering compliance, performance, and IT audit related reports such as follow-up audits and various forensic audit reports totalling 23 - were issued to management and presented to the Audit Committee as at the end of March 2026.

Sixty-three audits were planned, of which 57 were completed. Six rolled over to accommodate clients who were not ready and to enable the unit to focus on incentive deep dive audits that had to be prioritised for finalisation.

Ad-hoc projects were as follows:

- Employee verification – 100% of **the dtic** employees including Foreign Economic Representatives (FERs)
- Emoluments payout – official seconded to an Africa commission
- Data management supplier deliverables audit

Audit Findings are followed up on a quarterly basis, depending on due date of action plans.

A findings Tracking Register is managed by the IT Director and is updated bi–annually for presentation to the AC on the progress of implementation of audit recommendations and there have been very positive results in the way **the dtic** management manages audit findings.

In line with sections 38(1)(a)(ii) and 77 of the Public Finance Management Act (PFMA) as well as relevant provisions of the Treasury Regulations, an Audit Committee with four independent members (chairperson resigned on 31 July 2025) has been established. The committee members have sufficient qualifications and experience to render services required.

During the year under review, five Audit Committee meetings were held. Details of these meetings will be included in the Audit Committee report within the Department's annual report. The Director-General attended four of the five Audit Committee meetings as an executive member.

In line with section 38(1) (a) (ii) of the PFMA, the Department maintains a system of internal audit controlled by the Audit Committee which is the statutory committee in this instance. This committee performs an oversight role and operates in terms of its charter. The Audit Committee operates in an objective and independent role, by providing an oversight function through making recommendations to the accounting officer for his approval or final decision. The accounting officer maintains the responsibility for implementing such recommendations.

In line with the PFMA and Treasury Regulations, the Audit Committee's responsibilities among others, include:

- monitoring the scope and effectiveness of the Internal Audit function in the Department
- acting in an advisory capacity to the accounting officer
- reviewing items highlighted by Internal Auditors and the Auditor-General, to provide the necessary assistance to the DG and the executive authority.

The Audit Committee is not expected to execute management functions or responsibilities.

In line with the Audit Committee Charter, the Audit Committee discharges other responsibilities relating to the following areas:

- Risk management
- Ethics awareness and management
- Financial management and other reporting practices
- Internal control and internal audit
- Information Technology (IT Governance)
- External audit
- Combined assurance.

	Number of findings	Total Addressed	Not Yet Due	Total Not Addressed	No. of recurring findings Last 3 Financial Years
IAF Findings	51	9	19	23	0
AGSA Findings	15	8	0	7	0

12. AUDIT COMMITTEE

The role of the AC is to provide recommendations and independent assurance to the DG and Minister with prompt and constructive reports on its findings, especially when issues are identified that could present a material risk to **the dtic**. It is the DG's responsibility to implement such recommendations.

Purpose and mandate

The AC Charter outlines the authority, independence, role, responsibilities, composition and operating guidelines of **the dtic**'s AC in line with legislation, international leading practices and GIAS.

Independence (including affirming whether the committee is satisfied that all members are free from conflicts of interest).

An AC member should take personal responsibility for declaring proactively, at the outset of each meeting, any potential conflict of interest relating to business arising on the AC's agenda or from changes in the member's personal circumstances. If there is any question as to whether the AC member(s) should recuse themselves from a vote, the AC should deliberate the matter and vote to determine if the member should recuse him/herself.

If it is the AC Chair that has a conflict of interest, the DG should ask another member of the AC to lead the meeting in determining the appropriate course of action. A key factor in determining the course of action is the nature of conflict of interest.

Protecting the independence of the internal audit function

Performance against statutory duties

The AC Chairperson shall, if deemed necessary, meet with the DG on critical or significant IA and AGSA findings and concerns. The AC Chairperson shall, at the request of the DG, prepare and submit to his/her office, such formal reports on **the dtic's** activities as may be required and/or make a verbal report thereon.

The AC Chairperson shall confirm annually that all responsibilities outlined in this AC Charter have been carried out, including:

- The significant issues that it considered in relation to the financial statements and how these issues were addressed, having regard to matters communicated to it by both management and the auditors;
- Its assessment of the effectiveness of the external audit process and its recommendation; and
- Any other issues on which EXBO has requested the AC's opinion.

The AC should conclude and report annually on the effectiveness of **the dtic's** internal financial controls after it has holistically considered all information brought to its attention from all sources, including communications with, and reports from, internal audit, other assurance providers, management, as well as AGSA.

Composition of the audit committee (including affirmation that members' additional responsibilities outside the audit committee do not impair their ability to serve effectively)

The AC will comprise at least three (3) members that are not in the employment of **the dtic**, including a Chairperson, appointed by the DG in consultation with the Minister. The AC is constituted so as to ensure independence and its membership will be disclosed in the annual report of the Institution. The AC collectively (not necessarily individually) understands:

- Government environment and accountability structures;
- Governance processes within the Institution;
- Financial reporting;
- Risk and Ethics management;
- Internal control;
- External audit process;
- Internal audit process;
- Legal process; and
- Information technology.

Meeting attendance

The AC will meet at least four (4) times a year, with the authority to convene additional meetings as circumstances require. A schedule of meetings will be agreed well in advance. All AC members are expected to attend each meeting, in person or via an accepted communication tool.

A quorum will consist of three (3) members for each meeting to be duly constituted. The AC meetings will normally be attended by the DG, Deputy Director-Generals and Chief Directors: Operations of each branch, Chief Financial Officer, Chief Audit Executive, Chief Risk Officer, Chief Information Officer and representatives from the AGSA; however, the AC may invite any other members of Management or other relevant parties to attend meetings, to provide pertinent information, as necessary.

The AC Chairperson shall call any special meetings as deemed necessary, particularly if requested by Internal Audit, and/or the AGSA, or any of the AC members. There should be at least one (1) meeting a year, or more as and when the need arises, where the AGSA and Internal Auditors meet (separately) with the AC, without management being present.

Combined assurance

The AC is accountable to the Minister for the exercise of its responsibilities. The AC will at all times, recognize that the primary responsibility for management of **the dtic** rests with the DG.

The AC will carry out the following responsibilities:

1. Responsibilities related to Financial Statements / Assessment of the annual financial statements.
2. Responsibilities related to Risk Management.
3. Responsibilities related to Internal Control.
4. Responsibilities related to Internal Audit.
5. Responsibilities related to External Audit (AGSA).
6. Responsibilities related to the combined assurance.

The AC will ensure that a combined assurance model is applied to provide a co-ordinated approach to all assurance activities, and in particular the AC should:

6.1. Ensure that the combined assurance received is appropriate to address all the significant risks facing **the dtic**;

6.2. Monitor and manage healthy relationships between the internal and external assurance providers and **the dtic** management; and

6.3. In particular, the AC shall ensure that the combined assurance model receives attention appropriate to **the dtic**'s circumstances, taking into account the risks faced by **the dtic** and the costs and benefits to be derived from the combined assurance.

Resolution of audit committee recommendations

Audit committee performance evaluation

The DG and AC Chair must conduct an annual evaluation of the performance and effectiveness of the Audit Committee. The results thereof will be discussed at a DG and Minister's meeting, as well as at the AC Meeting, and any changes etc. recommended from this evaluation will be amended in the AC Charter. An implementation plan will be drafted if necessary and monitored by the DG and reported to the Minister to ensure that the AC fulfils its delegated and statutory duties.

- Audit Committee Composition and Attendance of audit committee meetings by audit committee members

The table below discloses relevant information on the audit committee members:

Name (Full name and surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other Acs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether in this or any other institution(s)
			Start date	End Date	Ordinary meetings	Special Meetings				
Adv.Vishaal Bhimma	• Forensic Practitioner (FP) SA • Degree: LLB • National Senior Certificate: • Advances in Technology and New Types of Cyber Crimes • Seminar on PFMA,MFMA and Prosecuting the Officials Responsible for Public Funds • Impact of POPI on Organisations and Forensic Practitioners • Forensic Data Analytics • Protecting Clients and the Forensic Investigator and Investigations in Heavy Duty Industries • Lifestyle Audits • Protection of Personal Information Executive Development Programme	• Advocate of the High Court of South Africa • Member of the Association of Certified Fraud Examiners (ACFE). • Full Member of the Institute of Commercial Forensic Practitioners (FP) SA • Member of the National Forum of Advocates	01/09/2022	N/A	4	2	Yes	No	NONE	NONE

Name (Full name and surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other Acs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether in this or any other institution(s)
			Start date	End Date	Ordinary meetings	Special Meetings				
Mr Oupa Mokgoantle	• Executive Development Programme • M. Com in Business Management (Specializing in Strategic Management) • Certificate in Professional Practices Framework for Internal Auditors • Masters in Financial Markets • Higher Diploma in Computer Auditing • Certificate in Project Management • Governance, Risk and Ethics • Post-graduate Certificate in Advanced Taxation • B. Com (Accounting) Honours & Certificate in Theory of Accountancy (CTA) Degree • B. Com (Accounting) Degree • B. Compt Degree (Successfully completed first year of study) • Matric exemption, with 'A' grade in Vernacular (Higher Grade)	• Certified in Information Systems Control and Audit (CISA) • Certified in Risk and Information Systems Control (CRISC) • Certified in the Governance of Enterprise Information Technology (IT) (CGEIT) • Internal Audit Technician (IAT)	01/04/24	N/A	4	2	Yes	No	3	3

Name (Full name and surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other Acs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether in this or any other institution(s)
			Start date	End Date	Ordinary meetings	Special Meetings				
CG de Kock	• Professional Accountant - South African Institute of Professional Accountants (SAIPA) • Masters Business degree in IT Auditing (MCom – IT Audit) • Honour's degree in Accounting (BCom – Hons/Acc) • Bachelor's degree in Accounting (BCom – Acc) • Certified Information Systems Auditor (CISA) – global certification • Certified Internal Auditor (CIA) – global certification	• Small Enterprise Development Agency (SEDA) - Board member • Risk Management Committee – Government Pension and Administration Agency • Chairperson of the Risk Management Committee – Compensation Fund (2nd term) • Risk Management Committee – UIF • Institute of Directors – South Africa (IODSA)	01/04/24	N/A	3	2	Yes	No	3	2

Name (Full name and surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other Acs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether in this or any other institution(s)
			Start date	End Date	Ordinary meetings	Special Meetings				
		• Auditor General (AGSA) – on Panel of Experts as an Audit- and IT Governance Expert. • Public Sector Audit Committee Forum (PSACF) Member – white paper - IT Governance in the Public Sector. • Chairman of South African Institute of Professional Accountants (SAIPA) IT Governance Committee to guide on the implementation of IT Governance								

Name (Full name and surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other Acs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether in this or any other institution(s)
			Start date	End Date	Ordinary meetings	Special Meetings				
		• Requested to, and served on Panels for the recruitment of CIO's for: • Parliament, NRCS, CIPC								
Maemili Julia Ramataboe	• Chartered Accountant (Lesotho) • Master's In Business Administration (MBA) (University of the Free State) • Accredited Associate of the Institute of Independent Business (UK)	• Member of the Lesotho Institute of Accountants • Member of the Institute of Directors (IODSA) • (Completed Modules for Certified Director Exam-still to sit Certified Director exam) • Member of the Institute of Risk Management South Africa (IRMSA)	01/04/24	N/A	4	2	Yes	No	AC Chair for TCTA;	NED for TCTA; Dept of Minerals and DPW Chairperson of RMC.

Name (Full name and surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other Acs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether in this or any other institution(s)
			Start date	End Date	Ordinary meetings	Special Meetings				
		• Certified Internal Auditor (CIA) • Certification in Control Self-Assessment (CCSA)								
Mr Nare Thupana	• B Com. Degree in Accounting and a Postgraduate Diploma in Business Management. Certified Internal Auditor, and Certification in Control Self-assessment.	• Member of the Lesotho Institute of Accountants • Member of the Institute of Directors (IODSA) • (Completed Modules for Certified Director Exam-still to sit Certified Director exam) • Member of the Institute of Risk Management South Africa (IRMSA)	01/04/2024	31/07/2025	1	2	N/A	No	N/A	N/A

- **Remuneration of audit committee members**
  - AC members not holding executive office in the Department or those not employed within the Public Service, shall be remunerated for their services, based on the approved AC Fee Policy of **the dtic**, as signed and approved by the Director-General of the Department.
  - Members are appropriately remunerated, in accordance with account tariffs determined by the South African Institute of Chartered Accountants (SAICA), and as and when amended and in consultation with the AGSA, as per the stipulations of paragraph 20.2.3 of the National Treasury Regulations.
- **Rates**
  - Chairperson – R3 028/hr
  - Members – R2 541/hr
  - No members are working for an Organ of state.

Total audit committee expenditure for the reporting period.

Total audit committee expenditure for 2025/2026			
28 May 2025	Audit Committee Members x4	R20 328.00 x 4	R81 312.00
	AC Chairperson	R24 224.00	R24 224.00
3July 2025	Audit Committee Members x4	R20328.00 x 4	R81 312.00
	AC Chairperson	R24 224.00	R24 224.00
30 July 2025	Audit Committee Members x4	R22 869 x 4	R91 476.00
	AC Chairperson	R27 252.00	R27 252.00
Total audit committee expenditure for 2025/2026			
13 November 2025	Audit Committee Members x2	R21 598.50 x 2	R43 197.00
	AC Chairperson	R25 738.00	R25 738.00
27 February 2026	Audit Committee Members x3	R20 328.00 x 3	R60 984.00
	AC Chairperson	R24 224.00	R24 224.00
5 March 2026	Audit Committee Members x3	R15 246 x 3	R45 738.00
	AC Chairperson	R18 168.00	R18 168.00
		TOTAL	**R547 849.00**

13. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2026.

Part 1: Audit Committee Reflections – 2025/26 FY

In line with its strategic commitment to remain a well-governed National Department, **the dtic** strives for effective oversight and monitoring of its governance regime. Vital to the achievement of this aim is a competent and independent Audit Committee (AC).

The AC reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.8-3.1.16. The AC also reports that it has adopted appropriate formal terms of reference as its AC Charter, has regulated its affairs in compliance with this charter, and has discharged all its responsibilities as contained therein.

Furthermore, AC reports that it understands and has internalized the requirements of Global Internal Audit Standards and reviewed the charter to align it with the standards. The role of the Chief Audit Executive (CAE) extends beyond traditional internal auditing function, often providing strategic Independent and Objective Assurance to the Accounting Officer and management.

The AC confirms the nature and value of this Assurance, undertakes regular evaluations of the Internal Audit (IA) Function, and addresses key challenges by identifying practical solutions to enhance governance, risk management, and internal control effectiveness.

Key challenges faced during the year included the loss of resources within the IA Function, and together with HR and the OCFO, approval has been granted to fill 3 critical posts in the new year. The AC formalised an annual work plan that monitors its progress against its responsibilities.

Part 2: Audit Committee Composition and Meeting Attendance

The Audit Committee initially comprised five (5) members, including the Chairperson, However the Chairperson (Mr N Thupana) resigned as of 31 March 2025, yet he attended the July 2025 meeting, for closure of the 2024/25 financial year. The current AC Committee consist of 4 members. The Committee is properly constituted, with a balanced representation of independent members with a diverse and appropriate mix of qualifications, skills, and experience.

For the financial year ended 31 March 2026, the AC conducted various meetings with the Assurance Providers and reviewed the following:

- Quarterly Financial and Performance Reports;
- Quarterly Reports from all the branches;
- Unaudited Annual Financial Statements (AFS) before submission to the Auditor General of South Africa (AGSA);
- AFS after the AGSA's year-end audit;
- The appropriateness of accounting policies and procedures;
- The assessment of the Office of the Chief Financial Officer (OCFO);
- The effectiveness of the Risk Management system;
- Compliance with all the relevant laws and regulations;
- IT Governance and its systems;
- The Annual Performance Review prior to submission to the AGSA and before final publication;
- The plans, work, and reports of IA and the AGSA;
- The internal Audit (IA) Three-year Rolling Plan, IA Coverage and Operational Plan;
- The Internal Audit reports and outcomes; and
- The AGSA Management report, final Audit Report and the Audit Opinion.

The AC notes the Unqualified Report, with Material Findings, from the AGSA and noted commitment from the Director-General, Chief Financial Officer, and Management team, to resolve these Findings and ensure improvement of the internal control environment of **the dtic**.

The committee convened six (6) times during the year with four (4) being ordinary meetings and the remainder special meetings.

The members of the Audit Committee held meetings with the Accounting Officer, Senior Management of the Department, Internal Audit Function, and the External Auditors, collectively and individually, on matters related to governance, internal control, and risk in the Department, throughout the reporting period. The new AC Chair Mr Oupa Mokgoantle - commenced with his tenure on 28 November 2025.

Part 3: Audit Committee Focus Areas

The following were reviewed during the year under review:

IA must evaluate the design, implementation and operating effectiveness of controls to determine whether they adequately manage risks and support the achievement of organizational objectives.

The Committee has considered the work performed by the Internal Audit (IA) on a quarterly basis and tracked outstanding Audit Findings.

In line with the PFMA, IA provides the AC and Senior Management with an independent and objective assurance that Internal controls are adequate and effective. This is achieved by means of quarterly reporting, the identification of corrective actions and suggested enhancements to the controls and processes.

The review of IA findings was based on the risk assessments conducted, and where certain control weaknesses were identified, these were then raised with Senior Management.

The following IA work was completed during the year under review, consisting of **57** Audit Reports and memoranda in the following categories:

Type of Audit	Number	Frequency
Compliance Audits	5	
Performance Audits	3	
IT Audits	6	
PI Audits (7 branches, - Q1 and then sampled Branches for Q2, to Q3)	29	Quarterly
Follow-ups:		
Compliance Audits	4	
Performance Audits	4	
IT Audits	6	
Total	**57**	

- **Effectiveness of the Internal Audit Function (IAF)**

  The Accounting Officer (AO) is obliged, in terms of the PFMA, to ensure that the entity has a system of internal audit under the control and direction of the AC.

  The Audit Committee is satisfied that the internal audit function has properly discharged its functions and responsibilities during the year under review.

  The capacity of the internal audit function faced challenges in the previous financial year, with the loss of six staff resources as of 31st March 2025. However, three of these posts were filled in November 2025.

  The Audit Committee supports the direction that the internal audit function is adopting by providing the necessary skills and agility required for the function to respond quickly and effectively to the demands for internal audits across the Department.

Activities of the IAF

IA forms part of the third line of defence as set out in the Combined Assurance Strategy and engages with the first and second lines of defence to facilitate the escalation of any key control breakdowns. The IA Function has a functional reporting line to the AC (via the Chairperson) and an administrative reporting line to the Director-General. The AC receives quarterly reports from IA and assesses the effectiveness of the IA function.

The AC monitored and challenged, where appropriate, actions taken by Management to clear significant IA findings. The AC has overseen a process by which IA has performed Audits according to a Risk-based Audit approach. It evaluated the adequacy and effectiveness of Risk Management and internal controls.

The AC is satisfied with the independence and effectiveness of the IA Function. The IA Function embarked on an "Incentive Deep Dive" exercise during the second 6-month period – to address concerns raised by the AC with regards to the management of certain Incentive Schemes. These concerns emanated from the Findings of the 2024/25 BIS Performance Audit. The Deep – Dive exercise included the following Audits:

1. 2025/26 BIS extended Audit.
2. 2025/26 CIP Audit
3. GBS Audit
4. CPFP Incentive Forensic Investigation (Referred by AG -from their 2024/25 External Audit)
5. CIP and BIS Forensic Investigation – recommended by AC and Performance Audit Function

- **Effectiveness of risk management**

  The AC is responsible for the oversight of the risk management function. The Risk Management Committee reports to the Audit Committee on the Department's Senior Management of risk.

  The Risk Management Committee monitors and oversees the control of Risk identification throughout **the dtic**. One of the Independent AC members represents the AC as Chairperson during quarterly Risk Committee meetings.

  The Department assessed strategic, operational and emerging risks that could negatively have an impact on the achievement of its objectives. Risks were prioritized based on the likelihood and impact (inherently and residually). Mitigations were implemented to reduce risks to acceptable levels. New and emerging risks were identified in line with the Annual Performance Plan (APP) of the Department.

  The AC has reviewed the risk register and the reports from the Risk Committee and is satisfied with the maturity of the risk management process and related improvement plans.

- **Adequacy, Reliability, and accuracy of Financial and Performance Information (PI)**

  The PI fairly reflects the operations and actual output against planned targets for performance indicators as per the Annual Performance Plan (APP) of **the dtic** for the financial year ended 31 March 2026.

  The PI has been reported on in accordance with the guidelines on Annual Reports issued by National Treasury. A system of Internal Control has been designed to provide reasonable assurance as to the "Integrity and Reliability" of the PI. This includes the quarterly Auditing of APP targets by IA Function. An action plan is also developed by Management to address the issues raised by the AGSA and Internal Audit which relates to the reporting of PI.

  The AC is satisfied that the performance reports have been prepared in terms of the PFMA, the Treasury Regulations and any other related regulatory requirements for reporting performance.

- **Adequacy and effectiveness of Information and Communication Technology (ICT) Governance**

  A separate ICT Steering Committee monitors and oversees the governance of ICT throughout **the dtic.** One of the Independent AC members chairs the quarterly ICT Steering Committee meetings from an oversight perspective. The ICT Steering Committee, in executing its oversight responsibilities relating to ICT governance, has provided several recommendations to continue to improve the ICT control environment.

- **Accounting and auditing concerns identified because of internal and external audits**

  The Department received an Unqualified Audit Opinion with material findings. The material Irregularity relates to a loss of R50,8 million, which was identified following the Capital Projects Feasibility Programme Forensic Investigation commissioned by the Department. The AGSA has requested the Director General and Senior Management to ensure that corrective measures are put into place to address this Irregularity.

  The Department is committed to addressing these concerns and has already initiated a process to address the AG Recommendations and the underlying root cause.

- **Compliance with legal and regulatory provisions**

  The Audit Committee has, in terms of the compliance requirements of the Department, performed the following functions:

  Reviewed compliance with legal and regulatory provisions;

  Reviewed whether Senior Management has considered legal and compliance risks as part of the risk assessments;

  Reviewed the effectiveness of the system for monitoring compliance with all the relevant laws and regulations;

  Reviewed the findings of any examinations by regulatory agencies, and any auditor observations;

  Reviewed the process for communicating the code of conduct to the Department personnel, and for monitoring compliance therewith; and

  Obtained regular updates from Management regarding legal and compliance matters.

- **The quality of the in-year management and monthly/quarterly reports submitted in terms of legislation**

  The AC is satisfied with the content and quality of management and quarterly reports prepared and issued to the National Treasury during the year under review as required by the PFMA.

- **Combined Assurance**

  The AC reviewed the plans and reports of AGSA, IA, Management and other Assurance Providers and concluded that these were adequate to address any significant financial risks facing the business.

- **Evaluation of the annual financial statements**

  We have reviewed the Annual Financial Statements (AFS) prepared by the Department. The AC had the opportunity to review the final AFS before and after the AGSA review and discussed them with Senior Management. The AC noted the following:

  - That assurance was provided by Management in terms of financial status, fair representation, state of the internal control environment and quality assurance processes in relation to the Audited AFS;
  - The Accounting policies and practices applied were appropriate;
  - The AC is satisfied that, based on accounting conventions; the Financial Statements reflect a well-run organisation;
  - That Management implementation of Internal and External Audit Findings is taken seriously and there is commitment in taking the appropriate management corrective actions.

- **External Audit and Auditor General's Report**

  The Department received an Unqualified Report with Material Findings. The main material Irregularity arose out of the R50,8 million loss that occurred after

the results of the CPFP Forensic Investigations was revealed. The AGSA has asked the Director General and Senior Management to ensure that corrective measures are put into place to address this Irregularity. The Department is committed in addressing these concerns and has already embarked on a process to address the AG's Recommendations and the underlying Root-causes.

- **Governance and Ethics**

  the dtic has adopted the Public Sector Corporate Governance Framework. The AC continues to monitor the key Governance interventions of **the dtic**. There is a focus to embed further enhancements of awareness and understanding of ethics at all levels within **the dtic**.

  the dtic requires that all members of the Senior Management Services (SMS), level 9 to 12 Managers; and officials in the Finance Unit complete a financial disclosure declaration on an annual basis.

- **Conclusion**

  Except for the effects of material irregularity reported above by AGSA, the AC is satisfied with the continuing progress made by **the dtic** in improving the areas outlined in this report. The Senior Management is committed to Good Governance and ensuring clean administration.

  The AC noted no significant non-compliance with prescribed policies and procedures. From observations and analyses of reports presented to the AC by Management and Assurance providers, the AC concludes that the Internal Control systems evaluated were adequate and materially effective for most areas audited.

The AC did, however, take note of concerns from the AG (SA) Report regarding the Material Irregularity on the CPFP Forensic Investigation, and also relating to Senior Executive posts that were still in an Acting Capacity.

The AC wishes to express its appreciation to the DG, **dtic** Management, the AGSA and IA who supported the committee in performing its functions effectively.

Oupa Mokgoantle

Mr O. Mokgoantle

Chairperson of the Audit Committee (the dtic)

6 August 2026

14. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade, Industry and Competition.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:				
Criteria	**Response** **Yes / No**	**Discussion** **(include a discussion on your response and indicate what measures have been taken to comply)**		
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	No	In terms of S13(1)(a) of the Liquor Act, 59 of 2003, an applicant for a liquor distribution or manufacturing registration is required to make commitments in terms of black economic empowerment. As commitments place no legal obligation to comply, the Liquor Amendment Bill proposed amendments for qualification criteria in order to align to BBBEE legislation.		
Developing and implementing a preferential procurement policy?	Yes	During the financial year, the following was recorded by the Department on procurement:		
		Total orders	**R350 111 289**	
		SMME	R303 726 874	87%
		YOUTH	R96 541 512	28%
		WOMEN	R147 713 909	42%
		DISABILITY	R8 483 489	2%
Determining qualification criteria for the sale of state-owned enterprises?	-	-		
Developing criteria for entering into partnerships with the private sector?	-	-		

<table>
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<td>Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?</td>
<td>Yes</td>
<td>

Except for state-owned enterprises and public parks, all applicants have to comply with the B-BBEE policy and levels one to eight in order to meet the eligibility criteria of incentives.
In 2025/26 financial year the department disbursed R5bn to projects of which R3.9bn was paid to B-BBEE compliant businesses.
Of the R3.9bn, the categories for majority black-owned, SMMEs, majority Women-owned and majority youth-owned were extracted. The disaggregation per ownership is shown below:

<table>
<tr><th>OWNERSHIP DISAGGREGATION</th><th>AMOUNT DISBURSED</th></tr>
<tr><td>BLACK-OWNED</td><td>R676,6 million</td></tr>
<tr><td>SMMEs</td><td>R407,5 million</td></tr>
<tr><td>WOMEN-OWNED</td><td>R273,7 million</td></tr>
<tr><td>YOUTH-OWNED</td><td>R7,3 million</td></tr>
</table>

The total expenditure for 2025/26 for Export Marketing and Investment Assistance (EMIA) Group participation amounted to R91 855 908.62.
The total amount benefited 432 SMME’s, 357 Black Owned, 213 women Owned and 46 Youth Owned entities.
The department’s incentive through EMIA Group Scheme spend has contributed significantly to enterprise development and transformation by enabling supported enterprises to access and participate in international markets. The financially assisted enterprises reported export sales valued at R764.9 million. This achievement demonstrates the impact of the department’s interventions in strengthening enterprise competitiveness, expanding market access and supporting economic transformation. The growth in export sales is also expected to contribute to job creation and sustainable economic opportunities within the participating enterprises.

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PART D

Human Resource Management





1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all Departments in the public service.

2. OVERVIEW OF HUMAN RESOURCES

As at 31 March 2026, the approved establishment of the Department consisted of 1 356 posts of which 1 153 were funded. Of these, 987 posts were occupied, while 166 were funded vacancies. It should be noted that 203 vacancies were identified as being unfunded due to the challenges in the Compensation of Employees' budget. The Department recorded a staff turnover rate of 6,5%, translating into a retention level of 93,5%, with career progression opportunities identified as a primary factor influencing employee departures.

The representation of Persons with Disabilities stands at 4,8% while women account for 56% of positions at Senior Management Service (SMS) level. These figures exceed both Cabinet-prescribed targets and the Department's internal targets for equity representation.

The Department continues to reinforce a results-oriented culture through the utilisation of its automated Performance Management and Development System (PMDS). This platform enables the alignment of individual outputs with organisational priorities and supports ongoing performance monitoring. During the reporting cycle, 97,5% of employees submitted performance agreements, with targeted follow-up measures implemented to address instances of non-compliance.

In recognition of the importance of sustained capacity building, the Department invested in a combination of structured and informal learning initiatives to strengthen organisational capability. During the reporting period, 2 392 attendances participated in various planned, ad hoc and e-learning platforms has improved access. In addition, 125 employees benefited from enabling them to pursue a range of qualifications comprised 11 certificates, 9 diplomas, 4 advanced 31 postgraduate or honours, 25 masters degrees

Employee wellness remained a key priority implemented to support holistic well-being health services and confidential counselling and virtual sessions addressing physical These initiatives were extended to beneficiaries families.

The Department maintained stable and constructive employment relations through ongoing engagement within the Departmental Chamber continues to provide a structured and the effective management of labour-related To enhance efficiency in leave administration system was introduced with effect from 1 April paperless submission, approval and monitoring. This improved processing efficiency and ensured system as well as accountability for leave. During the period, 8 582 leave applications were processed average turnaround time of 1,4 days.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1. Personnel related expenditure

The following tables summarises the final audited personnel related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2025 and 31 March 2026

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	936 911	305 965	2 002	24 107	32.7%	848
Trade	308 919	86 550	-	991	28.0%	1 139
ISID	146 755	88 413	15	76	60.3%	1 163
Sectors	1 578 541	107 545	45	-	6.8%	996
Regulations	414 470	62 820	-	1 764	15.2%	1 047
Incentives	5 195 259	147 120	-	4 397	2.8%	925
Exports	338 053	133 949	852	-	39.6%	1 456
Transformation and Competition	1 932 588	51 735	207	2 538	2.7%	976
Research	46 468	38 200	-	3 579	82.2%	1 124
Total	**10 897 964**	**1 022 297**	**3 121**	**37 451**	**9.4%**	**1 003**

Table 3.1.2 Personnel costs by salary band for the period 1 April 2025 and 31 March 2026

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	223	0,02%	1	223
Skilled (level 3-5)	14 395	1,4%	40	327
Highly skilled production (levels 6-8)	158 987	15,6%	337	558
Highly skilled supervision (levels 9-12)	492 159	48,1%	431	1 047
Senior and Top management (levels 13-16)	356 533	34,9%	210	1 578
Total	**1 022 297**	**100.0%**	**1 019**	**1 003**

Table 3.1.3 Salaries, Overtime, Homeowners Allowance and Medical Aid by programme for the period 1 April 2025 and 31 March 2026

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel `	Amount (R'000)	Medical aid as a % of personnel costs
Administration	212 888	69.6%	3 805	1.2%	5 084	1.7%	11 311	3.7%
Trade	60 082	69.4%	-	0.0%	765	0.9%	2 150	2.5%
ISID	61 898	70.0%	-	0.0%	828	0.9%	2 027	2.3%
Sectors	73 978	68.8%	-	0.0%	1 090	1.0%	1 891	1.8%
Regulations	43 865	69.8%	-	0.0%	693	1.1%	1 631	2.6%
Incentives	104 509	71.0%	17	0.01%	2 383	1.6%	5 481	3.7%
Exports	59 355	44.3%	5	0.0%	1 353	1.0%	2 984	2.2%
Transformation and Competition	35 242	68.1%	200	0.4%	544	1.1%	1 251	2.4%
Research	25 964	68.0%	-	0.0%	365	1.0%	994	2.6%
Total	**677 781**	**66.3%**	**4 027**	**0.4%**	**13 105**	**1.3%**	**29 720**	**2.9%**

Table 3.1.4 Salaries, Overtime, Homeowners Allowance and Medical Aid by salary band for the period 1 April 2025 and 31 March 2026

Salary band	Salaries		Overtime		Home Owners Allowanc		Medical Aid	
	Amount (R'000	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	109	48.9%	-	0.0%	20	9.0%	28	12.6%
Skilled (level 3-5)	13 307	92.4%	196	1.4%	1 289	9.0%	1 753	12.2%
Highly skilled production (levels 6-8)	103 267	65.0%	1 799	1.1%	6 430	4.0%	12 853	8.1%
Highly skilled supervision (levels 9-12	318 898	64.8%	2 032	0.4%	4 818	1.0%	11 839	2.4%
Senior management (level 13-16)	242 200	67.9%	-	0.0%	548	0.2%	3 247	0.9%
Total	**677 781**	**66.3%**	**4 027**	**0.4%**	**13 105**	**1.3%**	**29 720**	**2.9%**

3.2. Employment and Vacancies

The tables in this section summarise the position of employment levels and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- Programme
- Salary band
- Critical occupations (see definition in notes below).

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

Table 3.2.1 Employment and vacancies by programme as on 31 March 2026

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	395	353	10.6%	8
Regulations	68	59	13.2%	1
Transformation and Competition	66	51	22.7%	2
Exports	115	88	23.5%	4
Research	38	33	13.2%	1
Sectors	118	104	11.9%	4
Incentives	170	156	8.2%	3
ISID	91	68	25.3%	8
Trade	92	75	18.5%	1
Total	**1 153**	**987**	**14.4%**	**32**

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2026

Salary band	Number of posts onapproved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	1	1	0.0%	0
Skilled (3-5)	44	40	9.1%	0
Highly skilled production (6-8)	335	312	6.9%	25
Highly skilled supervision (9-12)	526	431	18.1%	0
Senior management (13-16)	247	203	17.8%	7
Total	**1153**	**987**	**14.4%**	**32**

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2026

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration Clerks	0	0	0.0%	22
Administrative Related	80	75	6.3%	3
Chief Financial Officer	1	1	0.0%	0
Communication and Information Related	30	30	0.0%	0
Economists	7	5	28.6%	0
Finance and Economics Related	21	16	23.8%	0
Finance Clerk	20	17	15.0%	0
Finance Manager	1	1	0.0%	0
Financial and Related Professionals	15	15	0.0%	0
Food Services Aids and Waiters	12	12	0.0%	0
General Legal Administration & Rel. Professionals	2	2	0.0%	0
Head of Department/Chief Executive Officer	1	1	0.0%	0
Head of National Government Component	7	5	28.6%	0
Household and Laundry Workers	6	4	33.3%	0
Human Resources Clerks	5	5	0.0%	0
Human Resources Related	18	16	11.1%	0
Information Technology Related	19	18	5.3%	0
Internal Auditor	6	3	50.0%	0
Legal Related	6	6	0.0%	0
Legal Related Manager	7	3	57.1%	0
Library Mail and Related Clerks	12	12	0.0%	0

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Light Vehicle Drivers	2	2	0.0%	0
Logistical Support Personnel	2	2	0.0%	0
Messengers Porters and Deliverers	6	6	0.0%	0
Middle Manager: Human Resource & Organisational Development Related	14	12	14.3%	0
Middle Manager: Administrative Related	44	35	20.5%	0
Middle Manager: Finance and Economics Related	21	18	14.3%	0
Middle Manager: Information Technology Related	14	10	28.6%	0
Middle Manager: Trade and Industry Related	177	145	18.1%	0
Middle Manager: Communication & Information Related	4	4	0.0%	0
Other Administrative & Related Clerks and Organisers	1	1	0.0%	0
Other Information Technology Personnel	3	3	0.0%	0
Other Occupations	2	2	0.0%	0
Secretaries & Other Keyboard Operating Clerks	106	101	4.7%	0
Security Officers	14	11	21.4%	0
Senior Managers	234	192	17.9%	7
Trade/Industry Advisers & Other Related Profession	233	196	15.9%	0
Total	**1153**	**987**	**14.4%**	**32**

3.3. Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

Table 3.3.1 SMS post information as on 31 March 2026

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100.0%	0	0.0%
Salary Level 16	3	3	100.0%	0	0.0%
Salary Level 15	11	6	54.5%	5	45.5%
Salary Level 14	68	52	76.5%	16	23.5%
Salary Level 13	164	141	86.0%	23	14.0%
Total	**247**	**203**	**82.2%**	**44**	**17.8%**

Table 3.3.2 SMS post information as on 30 September 2025

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	1	100%	0	0%
Salary Level 16	3	3	100%	0	0%
Salary Level 15	14	7	50%	7	50%
Salary Level 14	71	52	73%	19	27%
Salary Level 13	179	136	76%	43	24%
Total	**268**	**199**	**74%**	**69**	**26%**

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2025 and 31 March 2026

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/ Head of Department	0	0	0
Salary Level 16	0	0	0
Salary Level 15	0	0	0
Salary Level 14	5	0	0
Salary Level 13	3	0	1
Total	**8**	**0**	**1**

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2025 and 31 March 2026

Reasons for vacancies not advertised within six months
Posts advertised after confirming availability of funds on CoE as well as completion of Job evaluation process

Reasons for vacancies not filled within twelve months
Delays in advertising due to confirmation of funding, availability of panel members, delays in Cabinet approval processes, etc.

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2025 and 31 March 2026

Reasons for vacancies not advertised within six months
None

Reasons for vacancies not filled within six months
None

3.4. Job Evaluation

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2025 and 31 March 2026

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower Skilled (Levels1-2)	1	0	0.0%	0	0.0%	0	0.0%
Skilled (Levels 3-5)	44	1	2.3%	0	0.0%	0	0.0%
Highly skilled production (Levels 6-8)	335	23	6.9%	2	8.7%	16	69.6%
Highly skilled supervision (Levels 9-12)	526	90	17.1%	2	2.2%	15	16.7%
Senior Management Service Band A	164	17	10.4%	0	0.0%	0	0.0%
Senior Management Service Band B	68	10	14.7%	0	0.0%	0	0.0%
Senior Management Service Band C	11	1	9.1%	0	0.0%	0	0.0%
Senior Management Service Band D	4	0	0.0%	0	0.0%	0	0.0%
Total	**1153**	**142**	**12.3%**	**4**	**2.8%**	**31**	**21.8%**

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2025 and 31 March 2026

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	3	0	0	0	3
Total	**4**	**0**	**0**	**0**	**4**

Employees with a disability	**0**

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2025 and 31 March 2026

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Administrative Related	1	5	6	Out of Adjustment (Foreign Economics Officers), Grade Progression, JE, Grievance settlement and Retentions
Administrative Related	2	6	7	
Administrative Related	5	7	8	
Administrative Related	1	7	9	
Administrative Related	1	7	10	

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Administrative Related	2	10	11	
Administrative Related	1	10	12	
Communication and Information Related	1	8	9	
Communication and Information Related	2	8	10	
Communication and Information Related	2	9	10	
Finance and Economics Related	2	7	8	
Finance Clerk	3	6	7	
Finance Clerk	1	6	8	
Financial and Related Professionals	2	8	9	
Human Resources Related	2	9	10	
Information Technology Related	3	6	8	
Information Technology Related	1	9	12	
Library Mail and Related Clerks	1	6	8	
Messengers Porters and Deliverers	1	4	6	
Middle Manager: Human Resource & Organisational Development Related	2	11	12	

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Middle Manager: Administrative Related	9	11	12	
Middle Manager: Administrative Related	2	11	13	
Middle Manager: Finance and Economics Related	1	11	13	
Middle Manager: Trade and Industry Related	11	11	12	
Middle Manager: Trade and Industry Related	1	11	13	
Middle Manager: Trade and Industry Related	2	12	13	
Other Information Technology Personnel.	1	9	10	
Secretaries & Other Keyboard Operating Clerks	2	6	7	
Secretaries & Other Keyboard Operating Clerks	17	6	7	
Secretaries & Other Keyboard Operating Clerks	1	8	9	
Secretaries & Other Keyboard Operating Clerks	1	9	10	
Security Officers	1	7	9	
Senior Managers	3	13	14	
Senior Managers	1	14	15	
Trade/Industry Advisers & Other Related Profession	1	8	9	

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Trade/Industry Advisers & Other Related Profession	1	8	12	100
Trade/Industry Advisers & Other Related Profession	4	9	10	9.8%
Trade/Industry Advisers & Other Related Profession	3	10	11	
Trade/Industry Advisers & Other Related Profession	2	10	12	
Total number of employees whose salaries exceeded the level determined by job evaluation				
Percentage of total employed				

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2025 and 31 March 2026

Gender	African	Asian	Coloured	White	Total
Female	41	3	4	12	60
Male	36	1	3	0	10
Total	**77**	**4**	**7**	**12**	**100**

Employees with a disability	2	0	2	2	6

3.5. Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the Department. The following tables provide a summary of turnover rates by salary band and critical occupations (see definition in notes below).

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2025 and 31 March 2026

Salary band	Number of employees at beginning of period-1 April 2025	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Lower skilled (Levels 1-2)	1	0	0	0.0%
Skilled (Levels3-5)	45	2	5	11.1%
Highly skilled production (Levels 6-8)	341	10	14	4.1%
Highly skilled supervision (Levels 9-12)	438	13	33	7.5%
Senior Management Service Bands A	142	7	9	6.3%
Senior Management Service Bands B	55	1	4	7.3%
Senior Management Service Bands C	7	0	2	28.6%
Senior Management Service Bands D	4	0	0	0.0%
Total	**1033**	**33**	**67**	**6.5%**

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2025 and 31 March 2026

Critical occupation	Number of employees at beginning of period-April 2025	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Administration Clerks	56	1	6	10.7%
Administrative Related	60	4	13	21.7%
Chief Financial Officer	1	0	0	0.0%
Communication and Information Related	39	0	1	2.6%
Economists	7	0	1	14.3%
Finance and Economics Related	0	0	0	0.0%
Finance Clerk	17	0	0	0.0%
Finance Manager	0	0	0	0.0%
Financial and Related Professionals	33	0	1	3.0%
Food Services Aids and Waiters	11	0	0	0.0%
General Legal Administration & Rel. Professionals	0	0	0	0.0%
Head of Department/Chief Executive Officer	0	0	0	0.0%
Head of National Government Component	6	0	0	0.0%
Household and Laundry Workers	6	1	2	33.3%
Human Resources Clerks	7	0	0	0.0%

Critical occupation	Number of employees at beginning of period-April 2025	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Human Resources Related	20	0	3	15.0%
Information Technology Related	33	0	1	3.0%
Internal Auditor	4	2	0	0.0%
Legal Related	0	0	0	0.0%
Legal Related Manager	6	1	0	0.0%
Library Mail and Related Clerks	13	0	0	0.0%
Light Vehicle Drivers	0	0	0	0.0%
Logistical Support Personnel	0	0	0	0.0%
Messengers Porters and Deliverers	8	0	0	0.0%
Middle Manager: Human Resource & Organisational Development Related	11	1	0	0.0%
Middle Manager: Administrative Related	33	5	0	0.0%
Middle Manager: Finance and Economics Related	28	0	0	0.0%
Middle Manager: Information Technology Related	0	0	0	0.0%
Middle Manager: Trade and Industry Related	134	2	4	3.0%
Middle Manager: Communication & Information Related	3	1	0	0.0%

Critical occupation	Number of employees at beginning of period-April 2025	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Other Administration & Related Clerks and Organisers	0	0	0	0.0%
Other Information Technology Personnel.	0	0	0	0.0%
Other Occupations	2	0	0	0.0%
Secretaries & Other Keyboard Operating Clerks	104	1	3	2.9%
Security Officers	4	0	4	100.0%
Senior Managers	200	8	16	8.0%
Trade/Industry Advisers & Other Related Profession	187	6	12	6.4%
TOTAL	**1033**	**33**	**67**	**6.5%**

The table below identifies the major reasons why staff left the Department.

Table 3.5.3 Reasons why staff left the Department for the period 1 April 2025 and 31 March 2026

Termination Type	Number	% of Total Resignations
Death	7	10.4%
Resignation	24	35.8%
Expiry of contract	5	7.5%
Dismissal-misconduct	0	0.0%
Mandatory retirement	1	1.5%

Retirement	6	9.0%
Discharged due to ill health	0	0.0%
Voluntary Exit Programme	12	17.9%
Early Retirement Programme	11	16.4%
Transfers	1	1.5%

Total	67
Total number of employees who left as a % of total employment	6.5%

Table 3.5.4 Promotions by critical occupation for the period 1 April 2025 and 31 March 2026

Occupation	Employees 1 April 2025	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Administration Clerks	56	0	0.0%	18	32.1%
Administrative Related	60	3	5.0%	43	71.7%
Chief Financial Officer	1	0	0.0%	0	0.0%
Communication and Information Related	39	0	0.0%	16	41.0%
Economists	7	0	0.0%	3	42.9%
Finance and Economics Related	0	0	0.0%	12	0.0%
Finance Clerk	17	0	0.0%	9	52.9%
Finance Manager	0	0	0.0%	0	0.0%
Financial and Related Professionals	33	0	0.0%	13	39.4%

Occupation	Employees 1 April 2025	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Food Services Aids and Waiters	11	0	0.0%	8	72.7%
General Legal Administration & Rel. Professionals	0	0	0.0%	0	0.0%
Head of Department/Chief Executive Officer	0	0	0.0%	0	0.0%
Head of National Government Component	6	0	0.0%	0	0.0%
Household and Laundry Workers	6	0	0.0%	3	50.0%
Human Resources Clerks	7	0	0.0%	0	0.0%
Human Resources Related	20	0	0.0%	11	55.0%
Information Technology Related	33	0	0.0%	11	33.3%
Internal Auditor	4	0	0.0%	4	100.0%
Legal Related	0	0	0.0%	3	0.0%
Legal Related Manager	6	1	16.7%	5	83.3%
Library Mail and Related Clerks	13	0	0.0%	9	69.2%
Light Vehicle Drivers	0	0	0.0%	1	0.0%
Logistical Support Personnel	0	0	0.0%	0	0.0%
Messengers Porters and Deliverers	8	0	0.0%	5	62.5%

Occupation	Employees 1 April 2025	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Middle Manager: Human Resource & Organisational Development Related	11	1	9.1%	4	36.4%
Middle Manager: Administrative Related	33	0	0.0%	17	51.5%
Middle Manager: Finance and Economics Related	28	0	0.0%	9	32.1%
Middle Manager: Information Technology Related	0	1	0.0%	7	0.0%
Middle Manager: Trade and Industry Related	134	1	0.7%	97	72.4%
Middle Manager: Communication & Information Related	3	0	0.0%	3	100.0%
Other Administration & Related Clerks and Organisers	0	0	0.0%	0	0.0%
Other Information Technology Personnel.	0	0	0.0%	2	0.0%
Other Occupations	2	0	0.0%	0	0.0%
Secretaries & Other Keyboard Operating Clerks	104	0	0.0%	58	55.8%
Security Officers	4	0	0.0%	9	225.0%
Senior Managers	200	4	2.0%	124	62.0%

Occupation	Employees 1 April 2025	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Trade/Industry Advisers & Other Related Profession	187	2	1.1%	118	63.1%
TOTAL	**1033**	**13**	**1.3%**	**622**	**60.2%**

Table 3.5.5 Promotions by salary band for the period 1 April 2025 and 31 March 2026

Salary Band	Employees 1 April 2026	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	1	0	0.0%	1	100.0%
Skilled (Levels3-5)	45	0	0.0%	18	40.0%
Highly skilled production (Levels 6-8)	341	4	1.2%	197	57.8%
Highly skilled supervision (Levels 9-12)	438	4	0.9%	295	67.4%
Senior Management (Level 13-16)	208	5	2.4%	111	53.4%
Total	**1033**	**13**	**1.3%**	**622**	**60.2%**

3.6. Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2026

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	70	13	4	5	75	6	21	16	210
Professionals	104	4	6	3	92	8	10	12	239
Technicians and associate professionals	124	6	3	1	272	6	6	17	435
Clerks	40	3	0	0	63	3	0	3	112
Elementary occupations	5	0	0	0	17	1	0	0	23
Total	**343**	**26**	**13**	**9**	**519**	**24**	**37**	**48**	**1019**
Employees with disabilities	18	0	1	1	20	1	3	5	49

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	2	0	1	0	7	0	0	0	10
Senior Management	68	13	3	5	68	6	21	16	200
Professionally qualified and experienced specialists and mid-management	104	4	6	3	92	8	10	12	239
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	139	7	3	1	296	8	6	17	477
Semi-skilled and discretionary decision making	30	2	0	0	55	2	0	3	92
Unskilled and defined decision making	0	0	0	0	1	0	0	0	1
Total	**343**	**26**	**13**	**9**	**519**	**24**	**37**	**48**	**1019**

Table 3.6.3 Recruitment for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	2	1	0	1	4	0	0	0	8
Professionally qualified and experienced specialists and mid-management	0	0	0	0	4	1	0	1	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	8	0	0	0	9	0	0	0	17
Semi-skilled and discretionary decision making	0	0	0	0	1	1	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	**10**	**1**	**0**	**1**	**18**	**2**	**0**	**1**	**33**
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.4 Promotions for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	3	1	0	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	6	0	0	0	2	0	0	0	8

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	**9**	**1**	**0**	**0**	**2**	**1**	**0**	**0**	**13**
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 3.6.5 Terminations for the period 1 April 2025 to 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	1	0	0	0	0	0	0	2
Senior Management	1	2	3	2	4	0	0	1	13
Professionally qualified and experienced specialists and mid-management	11	1	1	0	9	0	3	4	29
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	6	0	1	1	7	1	0	2	18
Semi-skilled and discretionary decision making	0	0	0	0	5	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	**19**	**4**	**5**	**3**	**25**	**1**	**3**	**7**	**67**
Employees with Disabilities	0	0	1	0	0	0	0	0	1

Table 3.6.6 Disciplinary action for the period 1 April 2025 to 31 March 2026

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African		Indian	White	
Corrective Counselling	1	0	0	0	4		0	0	5
Verbal Warning	6	0	0	0	12		1	0	19
Written Warning	4	0	0	0	4		0	1	9
Final Written Warning	1	1	0	0	3		0	0	5
Not Guilty	2	0	0	0	7		0	0	10
Cases not finalised/ Inconclusive (Resignation/ death)	3	0	0	0	2		0	0	5
Withdrawn	1	0	0	0	2		0	0	3
Pending	0	0	0	0	1		0	0	1
Total	**18**	**1**	**0**	**0**	**35**		**1**	**1**	**57**

Table 3.6.7 Skills development for the period 1 April 2025 to 31 March 2026

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	93	7	2	7	149	8	57	22	345
Professionals	143	20	4	5	179	9	27	19	406
Technicians and associate professionals	243	12	3	3	572	14	35	21	903
Clerks	173	7	2	0	459	10	0	4	655
Service and sales workers	0	0	0	0	0	0	0	0	0
Elementary occupations	14	0	0	0	72	0	0	1	87
Total	**666**	**46**	**11**	**15**	**1431**	**41**	**119**	**67**	**2396**
Employees with disabilities	59	0	0	1	63	5	14	6	148

3.7. Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2026

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/ Head of Department	1	1	1	100.0%
Salary Level 16	3	1	0	0.0%
Salary Level 15	11	6	5	83.3%
Salary Level 14	68	54	54	100.0%
Salary Level 13	164	142	132	93.0%
Total	**247**	**204**	**197**	**94.1%**

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2026

Reasons
Level 16 but not DG 1 – Submitted, but manager did not sign
Level 15 1 – Not submitted – employee is seconded
Level 13 3 - Employees newly Appointed 2 - Not submitted 1 - Secondment 4 - Submitted late

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2026

Reasons
No gross poor performance was found requiring disciplinary action.

3.8. Performance Rewards

To encourage good performance, the Department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, disability, salary bands and critical occupations (see definition in notes below).

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2025 to 31 March 2026

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	0	343	0.0%	0	0
Female	0	519	0.0%	0	0
Asian					
Male	0	13	0.0%	0	0
Female	0	37	0.0%	0	0
Coloured					
Male	0	26	0.0%	0	0
Female	0	24	0.0%	0	0
White					
Male	0	48	0.0%	0	0
Female	0	9	0.0%	0	0
Total	**0**	**1019**	**0.0%**	**0**	**0**

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2025 to 31 March 2026

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Lower Skilled (Levels 1-2)	0	1	0.0%	0	0	0.0%
Skilled (level 3-5)	0	40	0.0%	0	0	0.0%
Highly skilled production (level 6-8)	0	337	0.0%	0	0	0.0%
Highly skilled supervision (level 9-12)	0	431	0.0%	0	0	0.0%
Total	**0**	**809**	**0.0%**	**0**	**0**	**0.0%**

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2025 to 31 March 2026

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administration Clerks	0	22	0.0%	0	0
Administrative Related	0	78	0.0%	0	0
Chief Financial Officer	0	1	0.0%	0	0
Communication and Information Related	0	30	0.0%	0	0
Economists	0	5	0.0%	0	0
Finance and Economics Related	0	16	0.0%	0	0
Finance Clerk	0	17	0.0%	0	0
Finance Manager	0	1	0.0%	0	0
Financial and Related Professionals	0	15	0.0%	0	0
Food Services Aids and Waiters	0	12	0.0%	0	0
General Legal Administration & Rel. Professionals	0	2	0.0%	0	0

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Head of Department/Chief Executive Officer	0	1	0.0%	0	0
Head of National Government Component	0	5	0.0%	0	0
Household and Laundry Workers	0	4	0.0%	0	0
Human Resources Clerks	0	5	0.0%	0	0
Human Resources Related	0	16	0.0%	0	0
Information Technology Related	0	18	0.0%	0	0
Internal Auditor	0	3	0.0%	0	0
Legal Related	0	6	0.0%	0	0
Legal Related Manager	0	3	0.0%	0	0
Library Mail and Related Clerks	0	12	0.0%	0	0
Light Vehicle Drivers	0	2	0.0%	0	0
Logistical Support Personnel	0	2	0.0%	0	0
Messengers Porters And Deliverers	0	6	0.0%	0	0
Middle Manager: Human Resource & Organisational Development Related	0	12	0.0%	0	0
Middle Manager: Administrative Related	0	35	0.0%	0	0
Middle Manager: Finance and Economics Related	0	18	0.0%	0	0
Middle Manager: Information Technology Related	0	10	0.0%	0	0
Middle Manager: Trade and Industry Related	0	145	0.0%	0	0
Middle Manager: Communication & Information Related	0	4	0.0%	0	0

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Other Administration & Related Clerks and Organisers	0	1	0.0%	0	0
Other Information Technology Personnel.	0	3	0.0%	0	0
Other Occupations	0	2	0.0%	0	0
Secretaries & Other Keyboard Operating Clerks	0	101	0.0%	0	0
Security Officers	0	11	0.0%	0	0
Senior Managers	0	199	0.0%	0	0
Trade/Industry Advisers & Other Related Profession	0	196	0.0%	0	0
Total	**0**	**1019**	**0.0%**	**0**	**0**

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2025 to 31 March 2026

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Band A	0	146	0%	0	0	0%
Band B	0	54	0%	0	0	0%
Band C	0	6	0%	0	0	0%
Band D	0	4	0%	0	0	0%
Total	**0**	**210**	**0%**	**0**	**0**	**0%**

3.9. Foreign Workers

The tables below summarise the employment of foreign nationals in the Department in terms of salary band and major occupation.

Table 3.9.1 Foreign workers by salary band for the period 1 April 2025 and 31 March 2026

Salary band	01 April 2025		31 March 2026		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0.0%	0	0.0%	0	0.0%
Highly skilled production (Lev. 6-8)	0	0.0%	0	0.0%	0	0.0%
Highly skilled supervision (Lev. 9-12)	1	20.0%	1	20.0%	0	0.0%
Senior Management (Level 13-16)	4	80.0%	4	80.0%	0	0.0%
Total	**5**	**100%**	**5**	**100%**	**0**	**0.0%**

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2025 and 31 March 2026

Major occupation	01 April 2025		31 March 2026		Change	
	Number	% of total	Number	% of total	Number	% Change
Middle Manager: Trade And Industry Related	1	20.0%	1	20.0%	0	0.0%
Senior Managers	4	80.0%	4	80.0%	0	0.0%

3.10. Leave utilisation

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

Table 3.10.1 Sick leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Contract (Levels 13-16)	37	91.9%	4	0.5%	9	278.00
Contract Other	135	59.3%	24	2.9%	6	48.00
Lower skilled (Levels 1-2)	5	100.0%	1	0.1%	5	4.00
Highly skilled production (Levels 6-8)	2 606	83.5%	261	31.7%	10	5 401.00
Highly skilled supervision (Levels 9-12)	3 097	79.2%	357	43.3%	9	12 041.00
Senior management (Levels 13-16)	1 046	84.1%	142	17.2%	7	5 836.00
Skilled (Levels 3-5)	322	86.0%	35	4.2%	9	373.00
TOTAL	**7 248**	**81.5%**	**824**	**100.0%**	**9**	**23 981.00**

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2025 to 31 December 2025

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	0	0.0%	0	0	0	0
Skilled (Levels 3-5)	0	0.0%	0	0	0	0
Highly skilled production (Levels 6-8)	141	100.0%	7	31.8%	20	321.00

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Highly skilled supervision (Levels 9-12)	938	100.0%	13	59.1%	72	3 587.00
Senior management (Levels 13-16)	13	100.0%	2	9.1%	7	73.00
Total	**1 092**	**100.0%**	**22**	**100.0%**	**50**	**3 981.00**

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 3.10.3 Annual Leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Contract (Levels 13-16)	133	12	11
Contract (Levels 3-5)	27	4	7
Contract (Levels 9-12)	55	8	7
Contract Other	496	17	29
Highly skilled production (Levels 6-8)	7 513	25	301
Highly skilled supervision (Levels 9-12)	11 291	26	440
Lower skilled (Levels 1-2)	23	23	1
Senior management (Levels 13-16)	5 269	25	208
Skilled (Levels 3-5)	984	24	41
TOTAL	**25 791**	**25**	**1 045**

Table 3.10.4 Capped leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2025
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	48
Highly skilled production (Levels 6-8)	0	0	0	12
Highly skilled supervision ((Levels 9-12)	3	2	2	25
Senior management (Levels 13-16)	7	2	4	25
Total	**10**	**4**	**3**	**23**

The following table summarise payments made to employees as a result of leave that was not taken.

Table 3.10.5 Leave payouts for the period 1 April 2025 and 31 March 2026

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2025/26 due to non-utilisation of leave for the previous cycle	205	7	29
Capped leave payouts on termination of service for 2025/26	47	1	47
Current leave payout on termination of service for 2025/26	1 833	34	54
Total	**2 085**	**42**	**130**

3.11. HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
n/a	

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the Department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Ms Ledile Dlangalala
2. Does the Department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		Four members Budget: R 2 286 090,43
3. Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	Yes		• Confidential counselling services • Assessment, referral, and follow-up services • Health and wellness promotion initiatives • Psychosocial support services • Workplace interventions and trauma debriefing • Management consultation and training • Employee wellness and prevention programmes

Question	Yes	No	Details, if yes
4. Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes		Ms Ledile Dlangalala Dr Mikateko Mabunda Ms Nokulunga Nzuza Ms Geneva Ledwaba Ms Shanaaz Ebrahim Ms Chantel Martin Ms Lulama Ndou Ms Maryjane Makatola Ms Rachel Mokhawane Ms Kgothatso Chuene Ms Thea Hulley Ms Gloria Shihlane Ms Maureen Mahlangu Mr Akhona Tshonisile Mr Anganathi Ntshinka Mr Sinki Moganedi Ms Gladys Komane
5. Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes		EHWP integrated policy

Question	Yes	No	Details, if yes
6. Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes		The measures are implemented through ER and the Wellness Unit: • Non-discrimination • Confidentiality and privacy • Workplace HIV and AIDS policy and awareness programmes • Access to counselling and support services • Reasonable accommodation • Grievance and disciplinary procedures • Voluntary testing and health promotion initiatives
7. Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	Yes		• Early detection and timely intervention • Improved awareness and knowledge. • Reduction in stigma and discrimination • Linkage to care and support services • Behavioural change and risk reduction • Enhanced utilisation of Employee Wellness Programme services • Confidential and supportive testing environment maintained
8. Has the Department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	Yes		Key measures/indicators include: • Programme participation rates • Utilisation of Employee Assistance Programme (EAP) • Voluntary Counselling and Testing (VCT) uptake • Health screening outcomes • Sick leave utilisation rate • Employee satisfaction and feedback • Referrals and follow-ups • Awareness and knowledge levels

3.12. Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2025 and 31 March 2026

Subject matter	Date
Total number of Collective agreements	None

The following table summarises the outcome of disciplinary hearings conducted within the Department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2025 and 31 March 2026

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	5	8,8%
Verbal warning	19	33,3%
Written warning	9	15,8%
Final written warning	5	8,8%
Suspended without pay	0	0%
Fine	0	0%
Demotion	0	0%
Dismissal	0	0%
Not guilty	10	17,5%
Cases not finalised/ Inconclusive (Resignation/death)	5	8,8%
Withdrawn	3	5,3%
Pending	1	1,8%
Total	57	100%

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2025 and 31 March 2026

Type of misconduct	Number	% of total
Alleged bullying and harassment	1	2, %
Alleged fraud & Absent from work without authorisation	1	2 %
Insubordination	6	10%
Disrespectful conduct	1	2%
Failure to carry out a lawful instruction	1	2%
Performance Management	1	2%
Dereliction of duties	2	3%
Conducting other remuneration work without approval & Performance	1	2%
Conducting other remuneration work without approval	3	5%
Gifts not declared	3	5%
Insolence	1	2%
Gross dishonesty/ Fraud	1	2%
Failure to fully disclose financial interest	35	61%
Total	57	100%

Table 3.12.4 Grievances logged for the period 1 April 2025 and 31 March 2026

Grievances	Number	% of Total
Number of grievances resolved	31	73%
Number of grievances not resolved	11	26%
Total number of grievances lodged	42	100%

Table 3.12.5 Disputes logged with Councils for the period 1 April 2025 and 31 March 2026

Disputes	Number	% of Total
Number of disputes upheld	0	0%
Number of disputes dismissed	3	21,4%
Number of disputes pending	7	50%
Withdrawn	4	28,6%
Total:	**14**	**100%**

Table 3.12.6 Strike actions for the period 1 April 2025 and 31 March 2026

Total number of persons working days lost	**0**
Total costs working days lost	**0**
Amount recovered as a result of no work no pay (R'000)	**0**

Table 3.12.7 Precautionary suspensions for the period 1 April 2025 and 31 March 2026

Number of people suspended	**0**
Number of people who's suspension exceeded 30 days	**0**
Average number of days suspended	**0**
Cost of suspension(R'000)	**0**

3.13. Skills development

This section highlights the efforts of the Department with regard to skills development.

Table 3.13.1 Training needs identified for the period 1 April 2025 and 31 March 2026

Occupational category	Gender	Number of employees as at 1 April 2025	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	102	0	137	0	137
	Male	87	0	95	0	95
Professionals	Female	270	0	370	0	370
	Male	207	0	257	0	257
Technicians and associate professionals	Female	121	0	176	0	176
	Male	73	0	110	0	110
Clerks	Female	111	0	144	0	144
	Male	20	0	20	0	20
Service and sales workers	Female	10	0	11	0	11
	Male	5	0	7	0	7
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	4	0	8	0	8
Elementary occupations	Female	19	0	15	0	15
	Male	4	0	6	0	6
Sub Total	Female	633	0	853	0	853
	Male	400	0	503	0	503
Total		**1033**	**0**	**1356**	**0**	**1356**

Table 3.13.2 Training provided for the period 1 April 2025 and 31 March 2026

Occupational category	Gender	Number of employees as at 1 April 2025	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	102	0	236	0	236
	Male	87	0	109	0	109
Professionals	Female	270	0	234	0	234
	Male	207	0	172	0	172
Technicians and associate professionals	Female	121	0	642	0	642
	Male	73	0	261	0	261
Clerks	Female	111	0	473	0	473
	Male	20	0	182	0	182
Service and sales workers	Female	10	0	0	0	0
	Male	5	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	4	0	0	0	0
Elementary occupations	Female	19	0	73	0	73
	Male	4	0	14	0	14
Sub Total	Female	633	0	1658	0	1658
	Male	400	0	738	0	738
Total		**1033**	**0**	**2396**	**0**	**2396**

3.14. Injury on duty

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2025 and 31 March 2026

Nature of injury on duty	Number	% of total
Required basic medical attention only	3	100%
Temporary Total Disablement	0	0%
Permanent Disablement	0	0%
Fatal	0	0%
Total	**3**	**100%**

3.15. Utilisation of Consultants

The following tables relates information on the utilisation of consultants in the Department. In terms of the Public Service Regulations consultant means a natural or juristic person, or a partnership, who or which provides, in terms of a specific contract on an ad hoc basis, any of the following professional services to a Department against remuneration received from any source:

a. The rendering of expert advice;

b. The drafting of proposals for the execution of specific tasks; and

c. The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a Department.

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2025 and 31 March 2026

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
Appointment of Gripp Advisory to conduct the external validation of the quality assurance process/self-assessment carried out by **the dtic** internal audit unit	3	25	R191 000,00
Appointment of Blackmoon advertising and Research for the compilation of the 2024/2025 Annual Industrial Financing report	8	89	R560 820,50
Appointments of Mohato Projects to provide two (2) ICT support technicians to the offices of the Minister and Deputy Ministers for a period of five (5) years through Sita Transversal Contract RFB 1183 ICN 8111 2011-0047	2	181	R6 865 689,60
Appointment of Romalepe Chartered Accountants and NKS Chartered Accountants to conduct basic and comprehensive project due diligence, project inspections, project claims/expenditure verifications and development of **the dtic** compatible cash flow and contingent liability management systems for incentives scheme and or funds administered by the Incentives Branch.	5	14	R9 000 000,00
Appointment of Majang INC Attorneys to deliver the services of harrassment investigator and advisor services to **the dtic** for a period of three (3) years	1	45	R1 000 000,00
Appointment of DNA Economics to conduct the Black Industrialists study for a period of 5 months	4	167	R917 010,00
Appointment of BDO Advisory Services to render a financial advisory service to assist **the dtic** in preparation for the handover of the Public Private Partnership (PPP) contract post 2028 regarding **the dtic** campus for a period of 5 years and 3 months.	4	24.6	R688 361,25
Appointment of Virtual Consulting Engineers to render a multidisciplinary engineering service to assist **the dtic** in preparation for, during and after the handover of the Public Private Partnership (PPP) contract post 2028 regarding **the dtic** campus for a period of 5 years and 3 months.	20	432	R3 203 407,91

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
08	47	977.6	R22 426 289.26

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2025 and 31 March 2026

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Appointment of Gripp Advisory to conduct the external validation of the quality assurance process/self-assessment carried out by **the dtic** internal audit unit	57,26%	33,79%	3
Appointment of Blackmoon Advertising and Research for the compilation of the 2024/2025 Annual Industrial Financing report	77%	77%	5
Appointments of Mohato Projects to provide two (2) ICT support technicians to the offices of the Minister and Deputy Ministers for a period of five (5) years through Sita Transversal Contract RFB 1183 ICN 8111 2011-0047	100%	100%	2
Appointment of BDO Advisory Services to render a financial advisory service to assist **the dtic** in preparation for the handover of the Public Private Partnership (PPP) contract post 2028 regarding **the dtic** campus for a period of 5 years and 3 months.	56%	56%	4
Appointment of Virtual Consulting Engineers to render a multidisciplinary engineering service to assist **the dtic** in preparation for, during and after the handover of the Public Private Partnership (PPP) contract post 2028 regarding **the dtic** campus for a period of 5 years and 3 months.	100%	100%	1
Appointment of Romalepe Chartered accountant to conduct basic and comprehensive project due diligence, project inspections, project claims/ expenditure verifications and development of **the dtic** compatible cash flow and contingent liability management systems for incentives scheme and or funds administered by the incentives branch.	100%	100%	5

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Appointment of NKS Chartered accountant to conduct basic and comprehensive project due diligence, project inspections, project claims/ expenditure verifications and development of **the dtic** compatible cash flow and contingent liability management systems for incentives scheme and or funds administered by the incentives branch.	0%	0%	0
Appointment of Majang INC Attorneys to deliver the services of harassment investigator and advisor services to **the dtic** for a period of three (3) years	0%	0%	0
Appointment of DNA Economics to conduct the Black Industrialists study for a period of 5 months	88,84%	88,84%	2

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2025 and 31 March 2026

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
None			

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
None			

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2025 and 31 March 2026

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None			

3.16. Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2025 and 31 March 2026

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by Department
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision(Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
Total	**0**	**0**	**0**	**0**

PART E

PFMA Compliance Report




COMPLIANCE
COMPLIANCE

1. IRREGULAR, FRUITLESS AND WASTEFUL, UNAUTHORISED EXPENDITURE AND MATERIAL LOSSES

1.1. Irregular expenditure

a. Reconciliation of irregular expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	15	310
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: Irregular expenditure confirmed	228	-
Less: Irregular expenditure condoned	(51)	(295)
Less: Irregular expenditure not condoned and removed	-	-
Less: Irregular expenditure recoverable[1]	-	-
Less: Irregular expenditure not recoverable and written off	-	-
Closing balance	**192**	**15**

The opening balance of 2025/26 of R15 094.84 relates to irregular expenditure identified in 2024/25, brought forward relating to Blueprint Holdings (Pty) Ltd.

There are three SCM related cases, i.e. CCH Wolters Kluwer, Folex Accounting Services (Pty) Ltd and Pulego Technologies that were identified as confirmed irregular expenditure during 2025/26.

Two cases, i.e. Blueprint Holdings and Folex Accounting Services, were condoned during 2025/26.

1 Transfer to receivables

2 Group similar items

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	228	-
Total	**228**	**-**

b. Details of irregular expenditure (under assessment, determination, and investigation)

Description[2]	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	192	36
Irregular expenditure under investigation	-	-
Total	**192**	**36**

c. Details of irregular expenditure condoned

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure condoned	51	295
Total	**51**	**295**

d. Details of irregular expenditure removed - (not condoned)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure NOT condoned and removed	-	-
Total	**-**	**-**

e. Details of irregular expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure recoverable	-	-
Total	**-**	**-**

f. Details of irregular expenditure written off (irrecoverable)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure written off	-	-
Total	**-**	**-**

Additional disclosure relating to Inter-Institutional Arrangements

g. Details of irregular expenditure cases where an institution is involved in an inter-institutional arrangement (where such institution *is* responsible for the non-compliance)[3]

Description	2025/2026	2024/2025
	R'000	R'000
	-	-
	-	-
	-	-
	-	-
Total	**-**	**-**

h. Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken
-

3 Refer to paragraphs 3.12, 3.13 and 3.14 of Annexure A (PFMA Compliance and Reporting Framework) to National Treasury Instruction No. 4 of 2022/2023

1.2. Fruitless and wasteful expenditure

a. Reconciliation of fruitless and wasteful expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	50 800	53
Adjustment to opening balance	-	(40)
Opening balance as restated	-	-
Add: Fruitless and wasteful expenditure confirmed	148	50 800
Less: Fruitless and wasteful expenditure recoverable[4]	(45)	(13)
Less: Fruitless and wasteful expenditure not recoverable and written off	-	-
Closing balance	**50 903**	**50 800**

An amount of R148 000 as confirmed fruitless and wasteful expenditure relates to five cases. Included in this amount is an amount of R45 000 that will be recovered from two officials with effect from the 2026/27 financial year, as per their acknowledgement of debt.

The Department disclosed an amount of R50,8 million as fruitless and wasteful expenditure following a forensic audit conducted on CPFP incentive payments for the 2024/25 financial year, following a material irregularity issued to the Department by the AGSA.

The forensic investigation will be expanded to cover periods from 1 April 2019 to 31 March 2024. The full extent of the financial loss remains unknown and related financial losses may still exist but have not yet been identified or quantified.

The confirmed fraud was induced through sophisticated criminal act, which has been reported to relevant authorities.

4 Transfer to receivables

5 Group similar items

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	50 800	-
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	120	50 800
Fruitless and wasteful expenditure for the current year	28	-
Total	**50 948**	**50 800**

b. Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description[5]	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	98	4
Fruitless and wasteful expenditure under investigation	-	-
Total	**98**	**4**

c. Details of fruitless and wasteful expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure recoverable	45	13

d. Details of fruitless and wasteful expenditure not recoverable and written off

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-

e. Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken
N/A
Total

1.3. Unauthorised expenditure

a. Reconciliation of unauthorised expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	-	-
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: unauthorised expenditure confirmed	-	-
Less: unauthorised expenditure approved with funding	-	-
Less: unauthorised expenditure approved without funding	-	-
Less: unauthorised expenditure recoverable[6]	-	-
Less: unauthorised not recoverable and written off[7]	-	-
Closing balance	**-**	**-**

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Unauthorised expenditure that was under assessment	-	-
Unauthorised expenditure that relates to the prior year and identified in the current year	-	-
Unauthorised expenditure for the current year	-	-
Total	**-**	**-**

6 Transfer to receivables

7 This amount may only be written off against available savings



b. Details of unauthorised expenditure (under assessment, determination, and investigation)

Description[8]	2025/2026	2024/2025
	R'000	R'000
Unauthorised expenditure under assessment	-	-
Unauthorised expenditure under determination	-	-
Unauthorised expenditure under investigation	-	-
Total	**-**	**-**

1.4. Additional disclosure relating to material losses in terms of PFMA Section 40(3)(b)(i) &(iii))[9]

a. Details of material losses through criminal conduct

Material losses through criminal conduct	2025/2026	2024/2025
	R'000	R'000
Theft	-	-
Other material losses	-	50 800
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
Total	**-**	**50 800**

8 Group similar items

9 Information related to material losses must be disclosed in the annual financial statements.

b. Details of other material losses

Nature of other material losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)	-	-
	-	-
	-	-
	-	-
	-	-

c. Other material losses recoverable

Nature of losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)	-	-
	-	-
	-	-
	-	-
	-	-
Total	**-**	**-**

d. Other material losses not recoverable and written off

Nature of losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)	-	-
	-	-
	-	-
	-	-
	-	-
Total	-	-

Include discussion here where deemed relevant.

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	12 333	741 569
Invoices paid within 30 days or agreed period	12 327	741 160
Invoices paid after 30 days or agreed period	6	409
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

Late payments were primarily due to the delays in the certification of invoices by project managers who were on leave.

3. SUPPLY CHAIN MANAGEMENT

3.1. Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Appointment of Lord Charles Hotel (Pty) Ltd to provide conference venues and all associated support services for the 2nd G20 Trade and Investments Working Group meeting to be held from 6 – 8 May 2025 in the winelands, Western Cape	Lord Charles Hotel (Pty) Ltd	Single source	OR-040075	4 022
Conference venues and all associated support services for the 2nd G20 Trade and Investments Working Group meeting	Peermont Global (Pty) Ltd t/a Emperors Palace	Single source	OR-040143	6 124
Provide conference venues and all associated support services for the 4th G20 TIWG meeting from 7 – 9 October 2025	Emfuleni Resorts	Single source	OR-040168	7 175
Appointment of Peermont Global (Pty) Ltd t/a Emperors Palace to provide conference venues and all associated support services for the Southern African Customs (SACU) Institutional and Ministerial meetings from 01 – 05 December 2025 (29 November 2025 to 05 December 2025 for set-up and SA OPS room)	Peermont Global (Pty) Ltd t/a Emperors Palace	Sole Service Provider	OR-040238	5 058
Total				**22 379**

3.2. Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
Forensic investigations on alleged fraud and corruption cases at **the dtic** (dtic 02/21-22) panel of service providers. Extension period of six months and expansion amount of R1 425 000.00.	TSU Investigation Services (Pty) Ltd, Fundudzi Forensic Services (Pty) Ltd, Morar Incorporated (Pty) Ltd	Extension and Expansion	dtic 04/21-22	9 500	1 425	2 000
Verification services to **the dtic** as part of the recruitment and vetting processes	Lexis Nexis	Expansion	OR-039886	180	-	40
Offside storage of **the dtic** documents	Metrofile	Expansion	OR-039171	5 000	-	1 500
Special Audit Services contract	PWC	Expansion	dtic 11/21-22	4 500	-	675
Primary and occupational nursing services to **the dtic**	Bophelo Occupational Health Care	Expansion	OR-039990	359	-	120
Total				**19 539**	**1 425**	**4 317**

PART F

Financial Information





Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Department of Trade, Industry and Competition set out on pages 311 to 368, which comprise the appropriation statement, statement of financial position as at 31 March 2026, statement of financial performance and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Trade, Industry and Competition as at 31 March 2026, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) as issued by National Treasury of South Africa and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

4. I am independent of the Department in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants* (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

6. I draw attention to the matter below. My opinion is not modified in respect of the matter.

Possible fraud risk indicators - incentive disbursements

7. I draw attention to note 8 to the annual financial statements, which discloses fraudulent activities relating to disbursements made under the capital projects feasibility programme (CPFP). The matter was assessed for potential material irregularities and the outcome of my assessment is reported in the material irregularities section of this auditor's report.

Other matter

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

9. The supplementary information set out on pages 369 to 408 does not

form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

10. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Modified Cash Standard (MCS) as issued by National Treasury of South Africa and the requirements of the PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

11. In preparing the financial statements, the accounting officer is responsible for assessing the Department's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the Department or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located on page 308 - 309, forms part of my auditor's report.

Report on the audit of the annual performance report

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

15. I selected the following programmes presented in the annual performance report for the year ended 31 March 2026 for auditing. I selected programmes that measure the Department's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme 6: Incentives	154 - 161	Stimulate and facilitate the development of sustainable and competitive enterprises, through the efficient provision of effective and accessible incentive measures that support national priorities
Programme 8: Transformation and Competition	171 - 182	Stimulate the economy through ensuring transformation in various sectors and encouraging fair competition

16. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the Department's planning and delivery on its mandate and objectives.

17. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the Department's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the Department's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets

18. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

19. I did not identify any material findings on the reported performance information for the selected programme

Other matters

20. I draw attention to the matter below.

Achievement of planned targets

21. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under achievements.

22. The tables that follow provide information on the achievement of planned targets and list the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on pages 156 - 160 and 175 - 181.

Programme 6: Incentives

Targets for key indicators not achieved - programme 6: incentives: report against the originally tabled annual performance plan (APP)

Targets achieved: 0%
Budget spent: 0%

Key indicator not achieved	Planned target	Reported achievement
Indicator 47: rand value of investment through industrial financial support	RO billion investment through industrial financial support	RO billion investment through industrial financial support
Indicator 48: rand value of export revenue of Global Business Services	5 billion export revenue of Global Business Services	RO billion export revenue of Global Business Services
Indicator 49: rand value disbursed to projects/enterprises	R5,02 billion disbursed	RO billion disbursed
Indicator 50: number of new jobs created	6 000 new jobs created	0 new jobs created
Indicator 51: implementation of an integrated industrial financing single access	Functional online integrated Industrial Financing Group (IFG) web portal	Functional online integrated IFG web portal achieved

Targets achieved: 0%
Budget spent: 0%

Key indicator not achieved	Planned target	Reported achievement
Indicator 52: number of jobs created through the digital economy programme (GBS)	50 000 new jobs created through the digital economy programme (GBS)	0 new jobs created through the digital economy programme (GBS)

Targets for key indicators not achieved - programme 6: report against the re-tabled APP

Targets achieved: 83.3%
Budget spent: 99.3%

Key indicator not achieved	Planned target	Reported achievement
Indicator 51: number of jobs created through the digital economy programme (GBS)	4 000	3 857

Programme 8: Transformation and Competition

Targets for key indicators not achieved - programme 8: transformation and competition: report against the originally tabled APP

Targets achieved: 0%
Budget spent: 0%

Key indicator not achieved	Planned target	Reported achievement
Indicator 59: rand value of investments leveraged from competition and transformation interventions	R8 billion	0 rand value of investments leveraged from competition and transformation interventions

Targets achieved: 0%
Budget spent: 0%

Key indicator not achieved	Planned target	Reported achievement
Indicator 60: rand value of transformation fund aggregated and disbursed	**R20** billion of transformation fund aggregated and disbursed	R0bn of transformation fund aggregated and disbursed
Indicator 61: % implementation of B-BBEE of black ownership in critical sectors	30% black ownership achieved in critical sectors	0% implementation of B-BBEE of black ownership in critical sectors
50 000 SEF job opportunities created	**50** 000 SEF job opportunities created	0 **SEF** job opportunities created
Indicator 63: number of additional workers with shares in their companies, including but not limited to competition initiatives	10 000 workers	10 000 workers
Indicator **62:** number of market inquiries completed	1	0
Indicator 63: Youth Employment Service (YES) by 2029	40 000	0

Targets achieved: 85. 7%
Budget spent: 98.5%

Key indicator not achieved	Planned target	Reported achievement
Indicator 60: % implementation of B-BBEE of black ownership in critical sectors	30% black ownership achieved in critical sectors	28,68%

Material misstatements

23. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for programme 6: incentives and programme 8: transformation and competition programmes. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

24. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the Department's compliance with legislation.

25. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

26. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the Department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

27. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Expenditure management

28. Effective steps were not taken to prevent fruitless and wasteful expenditure, as disclosed in note to the annual financial statements, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1. The majority of the fruitless and wasteful expenditure was caused by payments to beneficiaries based on fraudulent documents.

Other information in the annual report

29. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.

30. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

31. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

32. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, and I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected, this will not be necessary.

Internal control deficiencies

33. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

34. The matters reported below are limited to the significant internal control deficiencies that resulted in material findings on compliance with legislation included in this report.

35. Management did not implement adequate internal controls to ensure that the Department complied with legislation, resulting in material non-compliance with laws and regulations.

Material Irregularities

36. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit

37. The material irregularities identified are as follows:

Material irregularities in progress

38. I identified material irregularities during the audit and notified the accounting authority, as required by material irregularity regulation

3(2). By the date of this auditor's report, the response of the accounting authority was not yet due. These material irregularities will be included in next year's auditor's report.

Auditor General

Auditor-General
Pretoria
31 July 2026

AUDITOR-GENERAL SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-General's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Department to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the Department to cease operating as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation - selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Section, regulation or paragraph
Public Finance Management Act 1 of 1999	Section 1; 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(f); 38(1)(h)(iii); 39(1)(a); 39(2)(a); 40(1)(a); 40(1)(b); 40(1)(c)(i); 43(1); 43(4); 44; 45(b)
Treasury Regulations, 2005	Regulation 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1; 6.3.1(a); 6.3.1(b); 6.3.1(c); 6.3.1(d); 6.4.1(b); 7.2.1; 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1; 9.1.1; 9.1.4; 10.1.1(a); 10.1.2; 11.4.1; 11.4.2; 11.5.1; 12.5.1; 15.10.1.2(c); 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A7.3; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 17.1.1; 18.2; 19.8.4
National Treasury 2016/17 SCM Instruction	Paragraph 6
National Treasury Instruction No. 9 of 2017/18	Paragraph 4.3
National Treasury 2021/22 SCM Instruction	Paragraph 4.1; 4.2 (b); 4.3; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of2000	Section 1; 2(1)(a); 2(1)(b); 2(1)(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
Public Service Regulations, 2016	Regulation 18(1); 18(2); 25(1)(e)(i); 25(1)(e)(iii)
State Information Technology Agency Act 88 of 1998	Section 7(3)

ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2026

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APPROPRIATION STATEMENT for the year ended 31 March 2026

Appropriation per programme	2025/26							2024/25	
Voted funds and Direct charges	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
Administration	1 069 471	-	(68 851)	1 000 620	936 926	63 694	93,6%	876 445	848 713
Trade	315 692	-	3 521	319 213	308 919	10 294	96,8%	242 832	237 079
Investment and Spatial Industrial Development	159 409	-	347	159 756	146 755	13 001	91,9%	150 088	147 111
Sectors	1 534 105	-	70 411	1 604 516	1 578 541	25 975	98,4%	1 320 835	1 312 230
Regulation	407 261	-	13 498	420 759	414 470	6 289	98,5%	351 213	345 911
Incentives	5 230 216	-	1 500	5 231 716	5 195 258	36 458	99,3%	4 263 882	4 251 220
Exports	385 274	-	(17 809)	367 465	338 053	29 412	92,0%	358 360	339 688
Transformation and Competition	1 962 634	-	(1 463)	1 961 171	1 932 588	28 583	98,5%	2 050 547	2 039 659
Research	64 587	-	(1 154)	63 433	46 468	16 965	73,3%	53 442	37 118
TOTAL	**11 128 649**	**-**	**-**	**11 128 649**	**10 897 978**	**230 671**	**97,9%**	**9 667 644**	**9 558 729**
Reconciliation with statement of financial performance									
Add: Departmental receipts				126 755				222 150	
Actual amounts per Statement of Financial Performance (Total Revenue)				**11 255 404**				**9 889 794**	
Actual amounts per Statement of Financial Performance (Total Expenditure)					**10 897 978**				**9 558 729**

APPROPRIATION STATEMENT for the year ended 31 March 2026

Appropriation per economic classification	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments	**2 079 949**	**(77 292)**	**(87 790)**	**1 914 867**	**1 717 822**	**197 045**	**89,7%**	**1 734 507**	**1 641 090**
Compensation of employees	1 118 311	-	-	1 118 311	1 022 301	96 010	91,4%	1 041 180	1 004 243
Goods and services	961 638	(77 292)	(87 790)	796 556	695 521	101 035	87,3%	693 045	636 566
Interest and rent on land	-	-	-	-	-	-	-	282	281
Transfers and subsidies	**9 038 843**	**10 190**	**87 790**	**9 136 823**	**9 103 200**	**33 623**	**99,6%**	**7 897 363**	**7 881 981**
Departmental agencies and accounts	1 318 349	1 312	13 688	1 333 349	1 333 349	-	100,0%	1 212 746	1 212 746
Foreign governments and international organisations	48 453	(4 556)	-	43 897	41 001	2 896	93,4%	40 511	40 135
Public corporations and private enterprises	7 495 331	1 700	62 471	7 559 502	7 530 492	29 010	99,6%	6 477 146	6 463 818
Non-profit institutions	170 705	-	9 700	180 405	178 744	1 661	99,1%	161 150	159 542
Households	6 005	11 734	1 931	19 670	19 614	56	99,7%	5 810	5 740
Payments for capital assets	**9 857**	**66 936**	**-**	**76 793**	**76 791**	**2**	**99,9%**	**18 520**	**18 405**
Machinery and equipment	8 220	65 822	261	74 303	74 301	2	99,9%	16 028	15 949
Software and other intangible assets	1 637	1 114	(261)	2 490	2 490	-	100,0%	2 492	2 456
Payment for financial assets	**-**	**166**	**-**	**166**	**165**	**1**	**99,4%**	**17 254**	**17 253**
TOTAL	**11 128 649**	**-**	**-**	**11 128 649**	**10 897 978**	**230 671**	**97,9%**	**9 667 644**	**9 558 729**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 1: ADMINISTRATION	2025/26							2024/25	
	Adjusted Budget	Shifting wof Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Ministry	59 803	7 900	-	67 703	60 416	7 287	89,2%	59 462	59 035
Office Of The Director-General	84 890	(919)	-	83 971	73 585	10 386	87,6%	68 189	65 168
Corporate Management Services	701 640	(1 330)	(18 502)	681 808	667 474	14 334	97,9%	600 658	580 101
Office Accommodation	3 000	-	-	3 000	2 944	56	98,1%	3 000	2 765
Financial Management	164 219	(6 236)	(50 349)	107 634	76 010	31 624	70,6%	93 657	92 011
Marketing Communication and Media Relations	55 919	585	-	56 504	56 497	7	99,9%	51 479	49 633
TOTAL	**1 069 471**	**-**	**(68 851)**	**1 000 620**	**936 926**	**63 694**	**93,6%**	**876 445**	**848 713**
Economic classification									
Current payments	**1 062 994**	**(70 531)**	**(75 802)**	**916 661**	**853 015**	**63 646**	**93,1%**	**838 421**	**810 702**
Compensation of employees	318 045	-	-	318 045	305 979	12 066	96,2%	307 594	300 237
Goods and services	744 949	(70 531)	(75 802)	598 616	547 036	51 580	91,4%	530 827	510 465
Transfers and subsidies	**3 172**	**3 997**	**-**	**7 169**	**7 123**	**46**	**99,4%**	**3 715**	**3 707**
Households	3 172	3 997	-	7 169	7 123	46	99,4%	3 715	3 707
Payments for capital assets	**3 305**	**66 376**	**6 951**	**76 632**	**76 630**	**2**	**99,9%**	**17 062**	**17 057**
Machinery and equipment	2 908	65 262	5 972	74 142	74 140	2	99,9%	14 605	14 601
Software and other intangible assets	397	1 114	979	2 490	2 490	-	100,0%	2 457	2 456
Payment for financial assets	**-**	**158**	**-**	**158**	**158**	**-**	**100,0%**	**17 247**	**17 247**
TOTAL	**1 069 471**	**-**	**(68 851)**	**1 000 620**	**936 926**	**63 694**	**93,6%**	**876 445**	**848 713**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 2: TRADE	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
International Trade Development	291 301	5 502	3 497	300 300	290 716	9 584	96,8%	225 905	220 155
African Multilateral Economic Development	24 391	(5 502)	24	18 913	18 203	710	96,2%	16 927	16 924
TOTAL	**315 692**	**-**	**3 521**	**319 213**	**308 919**	**10 294**	**96,8%**	**242 832**	**237 079**
Economic classification									
Current payments	**134 186**	**2 268**	**3 475**	**139 929**	**132 068**	**7 861**	**94,4%**	**100 376**	**95 445**
Compensation of employees	94 402	-	-	94 402	86 550	7 852	91,7%	86 537	81 615
Goods and services	39 784	2 268	3 475	45 527	45 518	9	99,9%	13 839	13 830
Transfers and subsidies	**180 530**	**(2 268)**	**1 022**	**179 284**	**176 851**	**2 433**	**98,6%**	**142 456**	**141 634**
Departmental agencies and accounts	148 288	-	-	148 288	148 288	-	100,0%	114 794	114 794
Foreign governments and international organisations	26 152	(2 268)	-	23 884	21 464	2 420	89,9%	21 791	21 789
Public corporations and private enterprises	6 090	-	-	6 090	6 078	12	99,8%	5 829	5 010
Households	-	-	1 022	1 022	1 021	1	99,9%	42	41
Payments for capital assets	**976**	**-**	**(976)**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	976	-	(976)	-	-	-	-	-	-
TOTAL	**315 692**	**-**	**3 521**	**319 213**	**308 919**	**10 294**	**96,8%**	**242 832**	**237 079**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 3: INVESTMENT AND SPATIAL INDUSTRIAL DEVELOPMENT	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Investment Promotion	48 772	8 619	347	57 738	57 727	11	99,9%	49 189	49 183
Investment And InterDepartmental Clearing House	15 844	(7 853)	-	7 991	2 518	5 473	31,5%	17 005	14 542
Investor Support And Aftercare	2 111	(31)	-	2 080	1 900	180	91,3%	3 423	2 919
Spatial Industrial Development	92 682	(735)	-	91 947	84 610	7 337	92,0%	80 471	80 467
TOTAL	**159 409**	**-**	**347**	**159 756**	**146 755**	**13 001**	**91,9%**	**150 088**	**147 111**
Economic classification									
Current payments	**120 879**	**(2 763)**	**957**	**119 073**	**106 073**	**13 000**	**89,1%**	**98 403**	**97 888**
Compensation of employees	87 461	-	957	88 418	88 413	5	99,9%	87 416	87 415
Goods and services	33 418	(2 763)	-	30 655	17 660	12 995	57,6%	10 987	10 473
Transfers and subsidies	**37 920**	**2 763**	**-**	**40 683**	**40 682**	**1**	**99,9%**	**51 685**	**49 223**
Departmental agencies and accounts	10 360	-	-	10 360	10 360	-	100,0%	10 027	10 027
Public corporations and private enterprises	27 560	-	-	27 560	27 560	-	100,0%	41 158	38 698
Households	-	2 763	-	2 763	2 762	1	99,9%	500	498
Payments for capital assets	**610**	**-**	**(610)**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	610	-	(610)	-	-	-	-	-	-
TOTAL	**159 409**	**-**	**347**	**159 756**	**146 755**	**13 001**	**91,9%**	**150 088**	**147 111**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 4: SECTORS	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Industrial Competitiveness	944 119	213	70 426	1 014 758	1 007 356	7 402	99,3%	923 005	920 794
Customised Sector Programmes	589 986	(213)	(15)	589 758	571 185	18 573	96,9%	397 830	391 436
TOTAL	**1 534 105**	**-**	**70 411**	**1 604 516**	**1 578 541**	**25 975**	**98,4%**	**1 320 835**	**1 312 230**
Economic classification									
Current payments	**141 913**	**(1 399)**	**742**	**141 256**	**118 754**	**22 502**	**84,1%**	**121 170**	**112 570**
Compensation of employees	130 039	-	-	130 039	107 545	22 494	82,7%	111 400	103 020
Goods and services	11 874	(1 399)	742	11 217	11 209	8	99,9%	9 770	9 550
Transfers and subsidies	**1 390 962**	**1 399**	**70 899**	**1 463 260**	**1 459 787**	**3 473**	**99,8%**	**1 199 665**	**1 199 660**
Departmental agencies and accounts	354 200	-	-	354 200	354 200	-	100,0%	355 164	355 164
Foreign governments and international organisations	11 659	(1 700)	-	9 959	9 484	475	95,2%	8 330	8 329
Public corporations and private enterprises	856 057	1 700	60 971	918 728	915 733	2 995	99,7%	676 352	676 352
Non-profit institutions	169 046	-	9 700	178 746	178 744	2	99,9%	159 544	159 542
Households	-	1 399	228	1 627	1 626	1	99,9%	275	273
Payment for financial assets	**1 230**	**-**	**(1 230)**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	1 230	-	(1 230)	-	-	-	-	-	-
TOTAL	**1 534 105**	**-**	**70 411**	**1 604 516**	**1 578 541**	**25 975**	**98,4%**	**1 320 835**	**1 312 230**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 5: REGULATION	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Policy And Legislative Development	24 593	(454)	-	24 139	21 743	2 396	90,1%	22 507	21 281
Enforcement And Compliance	38 666	25	-	38 691	36 328	2 363	93,9%	38 080	35 124
Regulatory Services	344 002	429	13 498	357 929	356 399	1 530	99,6%	290 626	289 506
TOTAL	**407 261**	**-**	**13 498**	**420 759**	**414 470**	**6 289**	**98,5%**	**351 213**	**345 911**
Economic classification									
Current payments	**77 864**	**(977)**	**-**	**76 887**	**70 602**	**6 285**	**91,8%**	**74 205**	**69 278**
Compensation of employees	65 550	-	-	65 550	62 820	2 730	95,8%	61 739	61 735
Goods and services	12 314	(977)	-	11 337	7 782	3 555	68,6%	12 466	7 543
Transfers and subsidies	**329 207**	**970**	**13 688**	**343 865**	**343 862**	**3**	**99,9%**	**277 008**	**276 633**
Departmental agencies and accounts	318 363	1 312	13 688	333 363	333 363	-	100,0%	266 409	266 409
Foreign governments and international organisations	10 642	(588)	-	10 054	10 053	1	99,9%	10 390	10 017
Households	202	246	-	448	446	2	99,6%	209	207
Payments for capital assets	**190**	**-**	**(190)**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	190	-	(190)	-	-	-	-	-	-
Payment for financial assets	**-**	**7**	**-**	**7**	**6**	**1**	**85,7%**	**-**	**-**
TOTAL	**407 261**	**-**	**13 498**	**420 759**	**414 470**	**6 289**	**98,5%**	**351 213**	**345 911**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 6: INCENTIVES	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Broadening Participation Incentives	48 102	(23 208)	-	24 894	24 532	362	98,5%	23 566	23 561
Manufacturing Incentives	2 979 426	(141 882)	-	2 837 544	2 818 261	19 283	99,3%	2 406 070	2 402 172
Services Investment Incentives	1 022 146	171 111	1 500	1 194 757	1 193 178	1 579	99,9%	1 547 283	1 547 277
Infrastructure Investment Support	1 144 930	(4 790)	-	1 140 140	1 125 931	14 209	98,8%	254 381	246 553
Product And Systems Development	15 173	1 336	-	16 509	16 483	26	99,8%	14 057	13 977
Strategic Partnership and Customer Care	20 439	(2 567)	-	17 872	16 873	999	94,4%	18 525	17 680
TOTAL	**5 230 216**	**-**	**1 500**	**5 231 716**	**5 195 258**	**36 458**	**99,3%**	**4 263 882**	**4 251 220**
Economic classification									
Current payments	**178 339**	**(1 416)**	**-**	**176 923**	**161 962**	**14 961**	**91,5%**	**165 206**	**162 646**
Compensation of employees	147 443	-	-	147 443	147 120	323	99,8%	143 845	143 653
Goods and services	30 896	(1 416)	-	29 480	14 842	14 638	50,3%	21 079	18 712
Interest and rent on land	-	-	-	-	-	-	-	282	281
Transfers and subsidies	**5 051 877**	**1 416**	**1 500**	**5 054 793**	**5 033 296**	**21 497**	**99,6%**	**4 098 676**	**4 088 574**
Public corporations and private enterprises	5 050 778	-	1 500	5 052 278	5 030 783	21 495	99,6%	4 098 272	4 088 223
Households	1 099	1 416	-	2 515	2 513	2	99,9%	404	351
TOTAL	**5 230 216**	**-**	**1 500**	**5 231 716**	**5 195 258**	**36 458**	**99,3%**	**4 263 882**	**4 251 220**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 7: EXPORTS	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Africa Bilateral Economic Relations	24 880	410	81	25 371	17 244	8 127	68,0%	20 624	17 808
Export Promotion And Marketing	47 951	-	(2 047)	45 904	44 658	1 246	97,3%	43 278	39 912
Trade And Investment Foreign Services Management Unit	296 339	(465)	(13 843)	282 031	261 999	20 032	92,9%	280 228	269 339
Export Development And Support	16 104	55	(2 000)	14 159	14 152	7	99,9%	14 230	12 629
TOTAL	**385 274**	**-**	**(17 809)**	**367 465**	**338 053**	**29 412**	**92,0%**	**358 360**	**339 688**
Economic classification									
Current payments	**214 372**	**(1 152)**	**(17 162)**	**196 058**	**166 646**	**29 412**	**85,0%**	**194 016**	**175 421**
Compensation of employees	164 285	-	(957)	163 328	133 939	29 389	82,0%	146 607	144 311
Goods and services	50 087	(1 152)	(16 205)	32 730	32 707	23	99,9%	47 409	31 110
Transfers and subsidies	**169 413**	**1 151**	**681**	**171 245**	**171 245**	**-**	**100,0%**	**162 914**	**162 913**
Public corporations and private enterprises	167 881	-	-	167 881	167 881	-	100,0%	162 488	162 488
Households	1 532	1 151	681	3 364	3 364	-	100,0%	426	425
Payments for capital assets	**1 489**	**-**	**(1 328)**	**161**	**161**	**-**	**100,0%**	**1 423**	**1 348**
Machinery and equipment	1 489	-	(1 328)	161	161	-	100,0%	1 423	1 348
Payment for financial assets	**-**	**1**	**-**	**1**	**1**	**-**	**100,0%**	**7**	**6**
TOTAL	**385 274**	**-**	**(17 809)**	**367 465**	**338 053**	**29 412**	**92,0%**	**358 360**	**339 688**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 8: TRANSFORMATION AND COMPETITION	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Economic Planning And Advisory	7 934	7 766	(43)	15 657	15 538	119	99,2%	46 042	46 037
Implementation Coordination And Competition Oversight	1 893 357	(8 172)	(196)	1 884 989	1 876 832	8 157	99,6%	1 975 423	1 970 557
Investment And Development	4 104	(966)	(41)	3 097	2 821	276	91,1%	3 749	3 732
Equity And Empowerment	57 239	1 372	(1 183)	57 428	37 397	20 031	65,1%	25 333	19 333
TOTAL	**1 962 634**	**-**	**(1 463)**	**1 961 171**	**1 932 588**	**28 583**	**98,5%**	**2 050 547**	**2 039 659**
Economic classification									
Current payments	**85 969**	**(834)**	**-**	**85 135**	**62 721**	**22 414**	**73,7%**	**89 268**	**80 022**
Compensation of employees	66 577	-	-	66 577	51 735	14 842	77,7%	60 413	51 179
Goods and services	19 392	(834)	-	18 558	10 986	7 572	59,2%	28 855	28 843
Transfers and subsidies	**1 875 762**	**274**	**-**	**1 876 036**	**1 869 867**	**6 169**	**99,7%**	**1 961 244**	**1 959 637**
Departmental agencies and accounts	487 138	-	-	487 138	487 138	-	100,0%	466 352	466 352
Public corporations and private enterprises	1 386 965	-	-	1 386 965	1 382 457	4 508	99,7%	1 493 047	1 493 047
Non-profit institutions	1 659	-	-	1 659	-	1 659	-	1 606	-
Households	-	274	-	274	272	2	99,3%	239	238
Payments for capital assets	**903**	**560**	**(1 463)**	**-**	**-**	**-**	**-**	**35**	**-**
Machinery and equipment	280	560	(840)	-	-	-	-	-	-
Software and other intangible assets	623	-	(623)	-	-	-	-	35	-
TOTAL	**1 962 634**	**-**	**(1 463)**	**1 961 171**	**1 932 588**	**28 583**	**98,5%**	**2 050 547**	**2 039 659**

APPROPRIATION STATEMENT for the year ended 31 March 2026

PROGRAMME 9: RESEARCH	2025/26							2024/25	
	Adjusted Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
Economic Research and Policy Coordination	38 924	8 110	(961)	46 073	35 509	10 564	77,1%	35 669	24 708
Macro and Micro economic Policy	12 788	(5 229)	(96)	7 463	7 432	31	99,6%	10 155	9 068
Growth Path and creation Decent Work	12 875	(2 881)	(97)	9 897	3 527	6 370	35,6%	7 618	3 342
TOTAL	**64 587**	**-**	**(1 154)**	**63 433**	**46 468**	**16 965**	**73,3%**	**53 442**	**37 118**
Economic classification									
Current payments	**63 433**	**(488)**	**-**	**62 945**	**45 981**	**16 964**	**73,0%**	**53 442**	**37 118**
Compensation of employees	44 509	-	-	44 509	38 200	6 309	85,8%	35 629	31 078
Goods and services	18 924	(488)	-	18 436	7 781	10 655	42,2%	17 813	6 040
Transfers and subsidies	**-**	**488**	**-**	**488**	**487**	**1**	**99,8%**	**-**	**-**
Households	-	488	-	488	487	1	99,8%	-	-
Payments for capital assets	**1 154**	**-**	**(1 154)**	**-**	**-**	**-**	**-**	**-**	**-**
Machinery and equipment	537	-	(537)	-	-	-	-	-	-
Software and other intangible assets	617	-	(617)	-	-	-	-	-	-
TOTAL	**64 587**	**-**	**(1 154)**	**63 433**	**46 468**	**16 965**	**73,3%**	**53 442**	**37 118**

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2026

1. Detail of transfers and subsidies as per Appropriation Act (after Virement)

Detail of these transactions can be viewed in the note 8 on Transfers and Subsidies, and Annexure 1 (A-E) of the Annual Financial Statements.

2. Detail of specifically and exclusively appropriated amounts voted (after Virement)

Detail of these transactions can be viewed in the note 1 (Annual Appropriation) to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions can be viewed in the note 7 on Payments for financial assets to the Annual Financial Statements.

4. Explanations of material variances from Amounts Voted (after Virement):

4.1. Per programme:

Programme	Final Budget	Actual Expenditure	Variance	Variance as a %of Final Budget
	R'000	R'000	R'000	%
ADMINISTRATION	1 000 620	936 926	63 694	6,4%
The programme's underspending of 6,4% (R63,7 million) is mainly due to compensation of employees (R12 million) and goods and services (R52 million). Underspending in compensation of employees is due to vacant positions that are in a multi-stage recruitment process to ensure compliant appointments. In addition, the underspending in goods and services is attributed to outstanding invoices for legal representations that are yet to be received from the Department of Justice and Constitutional Development, as well as timing differences in recognising expenditure for goods and services that were supplied but not invoiced before year-end. Lastly, the Department optimised resources through the use of digital workflows and platforms—such as virtual meetings and digital signatures—thereby reducing spending on stationery and other costs				

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2026

Programme	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
TRADE	319 213	308 919	10 294	3,2%
The programme's underspending of 3,2% (R10,2 million) resulted mainly from compensation of employees (R7,9 million) and transfer payments (R2,4 million). Underspending on compensation of employees was caused by vacant positions that are in a multi-stage recruitment process to ensure compliant appointments. Regarding transfer payments, the underspending was caused by outstanding documentation, which prevented the disbursement of funds to the United Nations: Treaty on the Prohibition of Nuclear Weapons. Additionally, currency exchange rate fluctuations affected payments made to certain international organisations of which South Africa is a member.				
INVESTMENT AND SPATIAL INDUSTRIAL DEVELOPMENT	159 756	146 755	13 001	8,1%
The programme's underspending of 8,1% (R13 million) on goods and services was mainly due to the procurement bottlenecks and optimised resources through the use of digital workflows and platforms—such as virtual meetings.				
SECTORS	1 604 516	1 578 541	25 975	1,6%
The programme's underspending of 1,6% (R26 million) is mainly due to compensation of employees (R22,5 million) and transfer payments (R3,5 million). The underspending on compensation of employees is due to vacant positions that are in a multi-stage recruitment process to ensure compliant appointments. Additionally, the underspending on transfer payments is due to non-compliance with required documentation, preventing the disbursement of funds to the National Foundry Technology Network. Similarly, currency exchange rate fluctuations affected payments made to certain international organisations of which South Africa is a member.				

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2026

Programme	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
REGULATION	420 759	414 470	6 289	1,5%
The programme's underspending of 1,5% (R6,2 million) is mainly due to compensation of employees (R2,7 million) and goods & services (R3,6 million). The underspending on compensation of employees is due to vacant positions that are in a multi-stage recruitment process to ensure compliant appointments. Furthermore, the underspending on goods and services is mainly due to outstanding invoices for legal representations that are yet to be received from the Department of Justice and Constitutional Development, as well as timing differences in recognising expenditure for goods and services that were supplied but not invoiced before year-end.				
INCENTIVES	5 231 716	5 195 258	36 458	0,7%
The programme's underspending of 0,7% (R36,5 million) is mainly due to transfer payments (R21,5 million) and goods and services (R14,6 million). The underspending on transfer payments is due to outstanding documentation from claimants, lower than expected claim volumes in some incentive programmes and timing differences in recognising expenditure for the advance payment made on the revitalisation of industrial parks. In line with the incentives' architecture, actual disbursements are contingent upon approved entities meeting specific performance outputs such as investment, job creation, and localisation targets. These projects typically span multiple years and are influenced by various external factors, including market conditions, natural disasters, labour disruptions, and supply chain challenges. Consequently, the timing and volume of claims remain variable and difficult to predict. Furthermore, underspending on goods and services is mainly due to outstanding invoices for legal representations that are yet to be received from the Department of Justice and Constitutional Development.				
EXPORTS	367 465	338 053	29 412	8,0%
The programme's underspending of 8% (R29,4 million) is primarily due to vacant Foreign Economic Representatives positions. A multi-stage selection process has been instituted to ensure appropriate international representation.				

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2026

Programme	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
TRANSFORMATION AND COMPETITION	1 961 171	1 932 588	28 583	1,5%
The programme's underspending of 1,5% (R28,6 million) is mainly due to compensation of employees (R14,8 million), goods and services (R7,6 million), and transfer payments (R6,2 million). The underspending on compensation of employees is due to vacant positions that are in a multi-stage recruitment process to ensure compliant appointments. Additionally, the underspending on goods and services is due to the optimisation of digital engagement tools for business meetings. Lastly, the underspending on transfer payments was caused by non-compliance with required documentation, preventing the disbursement of funds to the Black Business Council and underpayment of penalties by the construction companies under the terms of the Voluntary Rebuilding Programme (VRP) settlement agreement reached in October 2016.				
RESEARCH	63 433	46 468	16 965	26,7%
The programme's underspending of 26,7% (R17 million) is mainly due to compensation of employees (R6,3 million) and goods and services (R10,7 million). The underspending on compensation of employees is due to vacant positions that are in a multi-stage recruitment process to ensure compliant appointments. Furthermore, the underspending on goods and services is primarily attributed to due diligence on contracts for research projects, which is necessary to mitigate any legal risks and finalise the contract terms, which was not concluded by year end.				

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2026

4.2. Per economic classification:

Economic classification	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Current expenditure	**1 914 867**	**1 717 822**	**197 045**	**10,3%**
[1]Compensation of employees	1 118 311	1 022 301	96 010	8,6%
[2]Goods and services	796 556	695 521	101 035	12,7%
Interest and rent on land	-	-	-	-
[3]Transfers and subsidies	**9 136 823**	**9 103 200**	**33 623**	**0,4%**
Departmental agencies and accounts	1 333 349	1 333 349	-	-

1 Underspending of 8,6% (R96 million) on compensation of employees is attributed to 167 vacant positions that are in a multi-stage recruitment process to ensure compliant appointments as well as unexpected natural attrition.

2 Underspending of 12,7% (R101 million) on goods and services is attributed to outstanding invoices for legal representations that are yet to be received from the Department of Justice and Constitutional Development, as well as timing differences in recognising expenditure for goods and services that were supplied but not invoiced before year-end.

Furthermore, due diligence on contracts for research projects, which is necessary to mitigate any legal risks and finalise the contract terms, was not concluded by year end. Lastly, the Department optimised resources through the use of digital workflows and platforms—such as virtual meetings and digital signatures—thereby reducing spending on stationery and other costs.

3 Underspending of 0,4% (R33,6 million) on transfers and subsidies is attributed to outstanding documentation, which prevented the disbursement of funds to the United Nations: (Treaty on the Prohibition of Nuclear Weapons), the National Foundry Technology Network and the Black Business Council.

Furthermore, outstanding documentation from claimants, lower than expected claim volumes in some incentive programmes and accounting timing differences in recognising expenditure for the advance payment made on the revitalisation of industrial parks contributed to the underspending. The timing differences, contributed to the underspending. Lastly, currency exchange rate fluctuations affected payments made to certain international organisations of which South Africa is a member.

Economic classification	Final Budget	Actual Expenditure	Variance	Variance as a % of Final Budget
	R'000	R'000	R'000	%
Public corporations and private enterprises	7 559 502	7 530 492	29 010	0,4%
Foreign governments and international organisations	43 897	41 001	2 896	6,6%
Non-profit institutions	180 405	178 744	1 661	0,9%
Households	19 670	19 614	56	0,3%
Payments for capital assets	**76 793**	**76 791**	**2**	**0,1%**
Machinery and equipment	74 303	74 301	2	0,1%
Software and other intangible assets	2 490	2 490	-	-
Payments for financial assets	**166**	**165**	**1**	**0,6%**
Total	**11 128 649**	**10 897 978**	**230 671**	**2,1%**

STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
REVENUE			
Annual appropriation	1	11 128 649	9 667 644
Departmental revenue	2	126 755	222 150
Aid assistance	3	-	-
TOTAL REVENUE		**11 255 404**	**9 889 794**
EXPENDITURE			
Current expenditure			
Compensation of employees	4	1 022 302	1 004 243
Goods and services	5	695 522	636 569
Interest and rent on land	6	-	281
Aid assistance	3	-	-
Total current expenditure		**1 717 824**	**1 641 093**
Transfers and subsidies			
Transfers and subsidies	8	9 103 199	7 881 979
Aid assistance	3	-	-
Total transfers and subsidies		**9 103 199**	**7 881 979**

STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
Expenditure for capital assets			
Tangible assets	9	74 300	15 948
Intangible assets	9	2 490	2 456
Total expenditure for capital assets		**76 790**	**18 404**
Payments for financial assets	7	165	17 253
TOTAL EXPENDITURE		**10 897 978**	**9 558 729**
SURPLUS/(DEFICIT) FOR THE YEAR		**357 426**	**331 065**
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		230 671	108 915
Annual appropriation		230 671	108 915
Departmental revenue and NRF receipts	16	126 755	222 150
SURPLUS/(DEFICIT) FOR THE YEAR		**357 426**	**331 065**

STATEMENT OF FINANCIAL POSITION as at 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
ASSETS			
Current assets		**227 959**	**107 040**
Cash and cash equivalents	*10*	185 419	74 856
Other financial assets	*11*	583	685
Prepayments and advances	*12*	40 368	29 717
Receivables	*13*	1 589	1 782
Voted funds receivable		-	-
Non-current assets		**1 410 835**	**1 410 466**
Investments	*14*	1 392 969	1 392 969
Prepayments and advances	*12*	-	-
Receivables	*13*	16 945	16 576
Other financial assets	*11*	921	921
TOTAL ASSETS		**1 638 794**	**1 517 506**

STATEMENT OF FINANCIAL POSITION as at 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
LIABILITIES			
Current liabilities		**244 055**	**122 864**
Voted funds to be surrendered to the Revenue Fund	*15*	230 671	108 915
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	*16*	2 847	11 746
Bank overdraft		-	-
Payables	*17*	10 537	2 203
Aid assistance repayable	*3*	-	-
TOTAL LIABILITIES		**244 055**	**122 864**
NET ASSETS		**1 394 739**	**1 394 642**
Represented by:			
Capitalisation reserve		1 392 969	1 392 969
Recoverable revenue		1 770	1 673
TOTAL		**1 394 739**	**1 394 642**

STATEMENT OF CHANGES IN NET ASSETS for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
Capitalisation reserves			
Opening balance		1 392 969	1 392 969
Closing balance		**1 392 969**	**1 392 969**
Recoverable revenue			
Opening balance		1 673	13 400
Transfers:		**97**	**(11 727)**
Recoverable revenue written off	*7.2*	-	(8 078)
Debts revised		(187)	(496)
Debts recovered (included in Departmental revenue)		(44 104)	(51 518)
Debts raised		44 388	48 365
Closing balance		**1 770**	**1 673**
TOTAL		**1 394 739**	**1 394 642**

CASH FLOW STATEMENT for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		**11 255 047**	**9 839 664**
Annual appropriation funds received	*1*	11 128 649	9 667 644
Departmental revenue received	*2*	126 150	163 692
Interest received	*2.3*	248	8 328
Net (increase)/decrease in net working capital		(2 493)	35 495
(Surrendered) to/ Received from the Revenue Fund		(244 569)	(268 378)
Surrendered to RDP Fund/Donor	*3*	-	-
Current payments		(1 717 824)	(1 640 812)
Interest paid	*6*	-	(281)
Payments for financial assets		(165)	(17 253)
Transfers and subsidies paid		(9 103 199)	(7 881 979)
Net cash flow available from operating activities	*18*	**186 797**	**66 456**

CASH FLOW STATEMENT for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
CASH FLOWS FROM INVESTING ACTIVITIES			
Distribution/dividend received		-	50 000
Payments for capital assets	*9*	(76 790)	(18 404)
Proceeds from sale of capital assets	*2.4*	357	130
(Increase)/decrease in other financial assets		102	(771)
(Increase)/decrease in non-current receivables	*13*	-	-
(Increase)/decrease in non-current prepayments and advances		-	-
Net cash flow available from investing activities		**(76 331)**	**30 955**
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		97	(11 727)
Net cash flows from financing activities		**97**	**(11 727)**

CASH FLOW STATEMENT for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
Net increase/(decrease) in cash and cash equivalents		110 563	85 684
Cash and cash equivalents at beginning of period		74 856	(10 828)
Cash and cash equivalents at end of period	*19*	**185 419**	**74 856**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the Department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1. Basis of preparation

The financial statements have been prepared in accordance with the Modified Cash Standard.

2. Going concern

The financial statements have been prepared on a going concern basis.

3. Presentation currency

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the Department

4. Rounding

Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

5. Foreign currency translation

Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.

6. Comparative information

6.1. Prior period comparative information

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

6.2. Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the Appropriation Statement.

7. Revenue

7.1. Appropriated funds

Appropriated funds comprises of Departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation, which are direct charges against the Revenue Fund authorised in terms of enabling legislation).

Appropriated funds are recognised as revenue in the Statement of Financial Performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the Statement of Financial Performance on the date those adjustments become effective.

Appropriated funds are measured at the amounts receivable.

The net amount of any appropriated funds due to / from the relevant Revenue Fund at the reporting date is recognised as a payable / receivable in the Statement of Financial Position.

7.2. Departmental revenue

Departmental revenue is recognised in the Statement of Financial Performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Departmental revenue is measured at the cash amount received.

In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the Statement of Financial Position.

7.3. Accrued Departmental revenue

Accruals in respect of Departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the Department; and
- the amount of revenue can be measured reliably

Accrued revenue is measured at the fair value of the consideration receivable.

Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

Write-offs are made according to the Department's debt write-off policy.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

8. Expenditure

8.1. Compensation of employees

8.1.1. Salaries and wages

Salaries and wages are recognised in the Statement of Financial Performance on the date of payment.

8.1.2. Social contributions

Social contributions made by the Department in respect of current employees are recognised in the Statement of Financial Performance on the date of payment.

Social contributions made by the Department in respect of ex-employees are classified as transfers to households in the Statement of Financial Performance on the date of payment.

8.2. Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the Statement of Financial Performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.

8.3. Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.

8.4. Leases

8.4.1. Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the Statement of Financial Performance on the date of payment. Operating lease payments received are recognised as Departmental revenue.

The operating lease commitments are recorded in the notes to the financial statements.

8.4.2. Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the Statement of Financial Performance on the date of payment. Finance lease payments received are recognised as Departmental revenue.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

At commencement of the finance lease term, finance lease assets acquired are recorded and measured at:

- the fair value of the leased asset; or if lower,
- the present value of the minimum lease payments.

Finance lease assets acquired prior to 1 April 2024, are recorded and measured at the present value of the minimum lease payments.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

9. Aid assistance

9.1. Aid assistance received

Aid assistance received in cash is recognised in the Statement of Financial Performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value. Aid assistance not spent for the intended purpose and any unspent funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the Statement of Financial Position.

9.2. Aid assistance paid

Aid assistance paid is recognised in the Statement of Financial Performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the Statement of Financial Position.

10. Cash and cash equivalents

Cash and cash equivalents are stated at cost in the Statement of Financial Position.

Bank overdrafts are shown separately on the Face of the Statement of Financial Position as a current liability.

For the purposes of the Cash Flow Statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

11. Prepayments and advances

Prepayments and advances are recognised in the Statement of Financial Position when the Department receives or disburses the cash.

Prepayments and advances are initially and subsequently measured at cost.

Prepayments and advances expensed before 1 April 2024 are recorded until the goods, services, or capital assets are received, or the funds are utilised in accordance with the contractual agreement.

12. Receivables

Receivables are recognised in the Statement of Financial Position at cost plus accrued interest, where interest is charged, less amounts already settled or written off. Write-offs are made according to the Department's write-off policy.

13. Investments

Investments are recognised in the Statement of Financial Position at cost.

14. Financial assets

14.1. Financial assets (not covered elsewhere)

A financial asset is recognised initially at its cost-plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a Department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

14.2. Impairment of financial assets

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

15. Payables

Payables recognised in the Statement of Financial Position are recognised at cost.

16. Capital assets

16.1. Movable capital assets

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.

16.2. Intangible capital assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the Department commences the development phase of the project.

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

17. Provisions and contingents

17.1. Provisions

Provisions are recorded in the notes to the financial statements when a present legal or constructive obligation exists as a result of past events, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, and a reliable estimate of the obligation can be made.

The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

17.2. Contingent liabilities

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the Department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

17.3. Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the Department.

17.4. Capital commitments

Capital commitments are recorded at cost in the notes to the financial statements.

18. Unauthorised expenditure

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

Unauthorised expenditure is recognised in the Statement of Changes in Net Assets until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the Statement of Financial Performance; or
- transferred to receivables for recovery.

Unauthorised expenditure recorded in the notes to the financial statements comprise of

- unauthorised expenditure that was under assessment in the previous financial year;
- unauthorised expenditure relating to previous financial year and identified in the current year; and
- Unauthorised expenditure incurred in the current year.

19. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure receivables are recognised in the Statement of Financial Position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written off as irrecoverable.

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of:

- fruitless and wasteful expenditure that was under assessment in the previous financial year;
- fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and
- fruitless and wasteful expenditure incurred in the current year.

20. Irregular expenditure

Losses emanating from irregular expenditure are recognised as a receivable in the Statement of Financial Position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written off as irrecoverable.

Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of:

- irregular expenditure that was under assessment in the previous financial year;

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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- irregular expenditure relating to previous financial year and identified in the current year; and
- irregular expenditure incurred in the current year.

21. Changes in accounting policies, estimates and errors

Changes in accounting policies are applied in accordance with MCS requirements.

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the Department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

22. Events after the reporting date

Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.

23. Principal-Agent arrangements

The Department is not party to a principal-agent arrangement. All related revenues, expenditures, assets and liabilities have been recognised or recorded in terms of the relevant policies listed herein if applicable. Additional disclosures have been provided in the notes to the financial statements where appropriate.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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24. Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the Statement of Financial Position for the first time in the current reporting period.

Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.

25. Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the Statement of Financial Performance when written off.

26. Related party transactions

Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.

The full compensation of key management personnel is recorded in the notes to the financial statements.

27. Public-Private Partnerships

Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the Department are recorded in the notes to the financial statements.

28. Employee benefits

The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded in the Employee benefits note.

Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date.

The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

1. Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds).

	2025/26			2024/25		
	Final Budget	Actual Funds Received	Funds not requested / not received	Final Budget	Appropriation Received	Funds not requested / not received
Programmes	R'000	R'000	R'000	R'000	R'000	R'000
Administration	1 000 620	1 000 620	-	876 445	876 445	-
Trade	319 213	319 213	-	242 832	242 832	-
Investment and Spatial Industrial Development	159 756	159 756	-	150 088	150 088	-
Sectors	1 604 516	1 604 516	-	1 320 835	1 320 835	-
Regulation	420 759	420 759	-	351 213	351 213	-
Incentives	5 231 716	5 231 716	-	4 263 882	4 263 882	-
Exports	367 465	367 465	-	358 360	358 360	-
Transformation and Competition	1 961 171	1 961 171	-	2 050 547	2 050 547	-
Research	63 433	63 433	-	53 442	53 442	-
Total	**11 128 649**	**11 128 649**	**-**	**9 667 644**	**9 667 644**	**-**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2. Departmental revenue

	Note	2025/26 R'000	2024/25 R'000
Tax revenue[4]		7 848	8 125
Sales of goods and services other than capital assets	2.1	759	806
Fines, penalties and forfeits	2.2	51 408	96 856
Transactions in financial assets and liabilities	2.5	66 135	57 905
Departmental revenue received		**126 150**	**163 692**
Sales of capital assets	2.4	357	130
Interest, dividends and rent on land	2.3	248	58 328
Departmental revenue collected		**126 755**	**222 150**

4 Tax revenue relates to fees charged for liquor licences granted to businesses for the sale and distribution of liquor in terms of the Liquor Act no 59 of 2003.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.1. Sales of goods and services other than capital assets

	Note	2025/26 R'000	2024/25 R'000
Sales of goods and services produced by the Department		**612**	**616**
Sales by market establishment[5]		246	262
Administrative fees		2	2
Other sales[6]		364	352
Sales of scrap, waste and other used current goods		147	190
Total	*2*	**759**	**806**

2.2. Fines, penalties and forfeits

		2025/26 R'000	2024/25 R'000
Penalties[7]		51 408	55 232
Forfeits		-	41 624
Total	*2*	**51 408**	**96 856**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

2.3. Interest, dividends and rent on land

	Note	2025/26 R'000	2024/25 R'000
Interest		248	8 328
Dividends		-	50 000
Total		**248**	**58 328**

2.4. Sales of capital assets

		2025/26 R'000	2024/25 R'000
Tangible capital assets		**357**	**130**
Machinery and equipment		357	130
Intangible capital assets		-	-
Software		-	-
Total	*2*	**357**	**130**

Sales of capital assets relates to the auctioning of Departmental motor vehicles

5 Sales by market establishment relates to revenue received in respect of parking rental.
6 Other sales comprise of commission charged on the deduction of insurance premiums and patent examination fees
7 Penalties mainly relates to court orders imposed through the Tirisano Construction Fund.

2.5. Transactions in financial assets and liabilities

	Note	2025/26 R'000	2024/25 R'000
Receivables		43 934	51 547
Forex gain		116	302
Other receipts including Recoverable Revenue[8]		22 085	6 056
Total	*2*	**66 135**	**57 905**

2.6. Gifts, donations and sponsorships received in-kind (not included in the main note or sub note)

	Annex 1 F		
Gifts		82	-
Sponsorships		2 912	3 726
Total Gifts, Sponsorship received in kind		**2 994**	**3 726**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

2.7. Cash received not recognised *(not included in the main note)*

2025/26 Name of entity	Opening balance R'000	Amount received R'000	Amount paid to revenue fund R'000	Closing balance R'000
National Consumer Tribunal	10	7 864	(2 874)	5 000
National Credit Regulator	-	318	(311)	7
National Gambling Board	395	622	(395)	622
Competition Commission	-	58 815	(58 815)	-
Total	**405**	**67 619**	**(62 395)**	**5 629**

2024/25 Name of entity	Opening balance R'000	Amount received R'000	Amount paid to revenue fund R'000	Closing balance R'000
National Consumer Tribunal	20	1 067	(1 077)	10
National Credit Regulator	-	70	(70)	-
National Gambling Board	-	395	-	395
Competition Commission	-	79 564	(79 564)	-
Total	**20**	**81 096**	**(80 711)**	**405**

8 Other Receipts including Recoverable Revenue relates mainly to funds surrendered by entities and amounts received relating to prior years.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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3. Aid Assistance

	Note	2025/26 R'000	2024/25 R'000
Opening Balance		-	-
Prior period error		-	-
As restated		-	-
Transferred from statement of financial performance		-	-
Transferred to/from retained funds		-	-
Paid during the year		-	-
Closing Balance		**-**	**-**

The Department did not receive any funding for the period under review.

3.1. Analysis of balance by source

	3		
Aid assistance from RDP		-	-
Aid assistance from other sources		-	-
CARA Funds		-	-
Closing Balance		**-**	**-**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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3.2. Analysis of balance

	Note	2025/26 R'000	2024/25 R'000
Aid assistance receivable		-	-
Aid assistance prepayments (Not expensed)		-	-
Aid assistance unutilised		-	-
Aid assistance repayable		-	-
Closing balance	3	**-**	**-**

3.3. Aid assistance prepayments (expensed)

Name of entity	Amount as at 1 April 2025 R'000	Less: Received in the current year R'000	Less: Other R'000	Amount as at 31 March 2026 R'000
Goods and services	-	-	-	-
Interest and rent on land	-	-	-	-
Transfers and subsidies	-	-	-	-
Capital assets	-	-	-	-
Other	-	-	-	-
Total	**-**	**-**	**-**	**-**

Aid assistance prepayment (expensed)

Name of entity	Amount as at 1 April 2024 R'000	Less: Received in the current year R'000	Add / Less: Other R'000	Amount as at 31 March 2025 R'000
Transfers and subsidies	26	-	(26)	-
Total	**26**	**-**	**(26)**	**-**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

4. Compensation of employees

4.1. Salaries and wages

	Note	2025/26 R'000	2024/25 R'000
Basic salary		677 781	660 849
Performance award		-	33
Service based		1 001	650
Compensative/ circumstantial[9]		6 263	6 042
Service Bonus		43 533	43 071
Housing allowance		13 104	12 575
Periodic payments		-	504
Other non-pensionable allowances[10]		112 272	108 899
Foreign allowances[11]		47 554	52 631
Total		**901 508**	**885 254**

9 Compensative/circumstantial refers to payments and allowances paid to employees, i.e. for acting in a specific position/ standby allowance and overtime.

10 Other non-pensionable allowances comprise of car allowances and benefits structured as part of salary packages for employees on level 11 and higher.

11 Foreign allowances refer to the cost of living allowances paid to employees designated for deployment in foreign service abroad.

4.2. Social contributions

Employer contributions	Note	2025/26 R'000	2024/25 R'000
Pension		88 964	87 623
Medical		31 688	31 237
Bargaining council		142	129
Total		**120 794**	**118 989**
Total compensation of employees		**1 022 302**	**1 004 243**
Average number of employees		**1 026**	**1 061**

5. Goods and services

	Note	2025/26 R'000	2024/25 R'000
Administrative fees		6 747	3 696
Advertising		3 165	2 410
Minor assets	*5.1*	268	445
Bursaries (employees)		4 116	2 706
Catering		2 531	1 797
Communication		14 269	13 259

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	Note	2025/26 R'000	2024/25 R'000
Computer services	*5.2*	34 409	24 454
Consultants: Business and advisory services		37 271	21 074
Laboratory services		-	3
Legal services		15 194	38 980
Contractors		16 332	15 607
Agency and support / outsourced services		2 068	2 198
Entertainment		241	201
Audit cost - external	*5.3*	10 194	11 816
Fleet services		599	666
Consumables	*5.4*	3 314	3 644
Operating leases		383 945	388 384
Property payments	*5.5*	5 605	3 542
Travel and subsistence	*5.6*	103 265	71 399
Rental and hiring		283	235
Venues and facilities		38 206	17 374
Training and development		3 123	2 656
Other operating expenditure	*5.7*	10 377	10 023
Total		**695 522**	**636 569**

5.1. Minor assets

	Note	2025/26 R'000	2024/25 R'000
Tangible capital assets		**268**	**445**
Machinery and equipment		268	445
Intangible capital assets		-	-
Software		-	-
Total		**268**	**445**

5.2. Computer services

	Note	2025/26 R'000	2024/25 R'000
SITA computer services		7 654	7 743
External computer service providers		26 755	16 711
Total	*5*	**34 409**	**24 454**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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5.3. Audit cost - external

	Note	2025/26 R'000	2024/25 R'000
Regularity audits		9 988	11 355
Computer audits		206	461
Total	*5*	**10 194**	**11 816**

5.4. Consumables

	Note	2025/26 R'000	2024/25 R'000
Consumable supplies		**868**	**592**
Uniform and clothing		206	76
Household supplies		179	109
Building material and supplies		14	21
Communication accessories		3	5
IT consumables		460	263
Other consumables[12]		6	118
Stationery, printing and office supplies		2 446	3 052
Total	*5*	**3 314**	**3 644**

12 Other consumables consist mainly of gifts and awards, medical supplies, computer equipment accessories and security accessories.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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5.5. Property payments

	Note	2025/26 R'000	2024/25 R'000
Municipal services		848	1 041
Property management fees		3 375	1 348
Property maintenance and repairs		55	76
Other[13]		1 327	1 077
Total	*5*	**5 605**	**3 542**

5.6. Travel and subsistence

	Note	2025/26 R'000	2024/25 R'000
Local		47 556	39 457
Foreign		55 709	31 942
Total		**103 265**	**71 399**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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5.7. Other operating expenditure

	Note	2025/26 R'000	2024/25 R'000
Professional bodies, membership and subscription fees		584	942
Resettlement costs		1 306	648
Other[14]		8 487	8 433
Total		**10 377**	**10 023**

6. Interest and rent on land

	Note	2025/26 R'000	2024/25 R'000
Interest paid		-	281
Total		**-**	**281**

The amount mainly relates to disputed incentives claims which the court ordered payment of the claims with interest.

13 Other mainly consists of cleaning services, gas and safeguarding and security services

14 Other mainly consists of school boarding costs based on the prescripts contained in Part IIIB, Chapter 12 of the foreign service code for staff's children who are transferred abroad, courier and delivery services, subscription, printing and publication printing of business cards, APP's, budget speeches and storage services

7. Payments for financial assets

	Note	2025/26 R'000	2024/25 R'000
Other material losses written off	*7.1*	158	377
Debts written off	*7.2*	-	16 870
Forex losses	*7.3*	7	6
Total		**165**	**17 253**

7.1. Other material losses

Rental damages (Vehicles)[15]		55	377
Rental Deposit for official stationed abroad		103	-
Total		**158**	**377**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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7.2. Debts written off

Nature of debts written off	Note	2025/26 R'000	2024/25 R'000
Recoverable revenue written off:			
Official debt		-	27
MCEP		-	7 861
Bursary		-	189
Sub-total		**-**	**8 077**
Other debt written off			
Official debt		-	137
MCEP		-	8 656
Total		**-**	**8 793**
Total debt written off	*7*	**-**	**16 870**

7.3. Forex losses

Nature of losses			
Forex Losses		7	6
Total	*7*	**7**	**6**

15 Rental damages mainly arose from circumstances beyond reasonable control of officials, i.e. windscreen chips caused by road debris, tyre damages resulting from potholes etc.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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8. Transfers and subsidies

	Note	2025/26 R'000	2024/25 R'000
Departmental agencies and accounts	*Annex1A*	1 333 349	1 212 746
Foreign governments and international organisations	*Annex1C*	41 001	40 135
Public corporations and private enterprises	*Annex1B*	7 530 492	6 463 816
Non-profit institutions	*Annex1D*	178 744	159 542
Households	*Annex1E*	19 613	5 740
Total		**9 103 199**	**7 881 979**

During the 2024/25 financial year period, expenditure was recognised relating to the Capital Project Feasibility Programme (CPFP) incentive scheme under the Public corporation and private enterprises. Subsequent to this recognition, the Auditor General identified certain transactions within the scheme that may be of a potentially fraudulent and or irregular in nature. In response, a forensic audit was commissioned to further investigate these transactions. The outcome of the forensic audit confirmed an amount of R50,8 million as fraudulent. The necessary corrective actions, disciplinary measures or legal proceedings are currently underway.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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8.1. Gifts, donations and sponsorships made in kind (not included in the main note)

	Note	2025/26 R'000	2024/25 R'000
	Annex1G		
Gifts		48	28
Total		**48**	**28**

9. Expenditure for capital assets

	2025/26 R'000	2024/25 R'000
Tangible capital assets	**74 300**	**15 948**
Machinery and equipment	74 300	15 948
Intangible capital assets	**2 490**	**2 456**
Software	2 490	2 456
Total	**76 790**	**18 404**

9.1. Analysis of funds utilised to acquire capital assets

	2025/26		
	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible capital assets	**74 300**		**74 300**
Machinery and equipment	74 300	-	74 300
Intangible capital assets	**2 490**		2 490
Software	2 490	-	**2 490**
Total	**76 790**	**-**	**76 790**

9.2. Analysis of funds utilised to acquire capital assets

	2024/25		
	Voted funds	Aid assistance	Total
Name of entity	R'000	R'000	R'000
Tangible capital assets	**15 948**	**-**	**15 948**
Machinery and equipment	15 948	-	15 948
Intangible capital assets	**2 456**		**2 456**
Software	2 456	-	2 456
Total	**18 404**	**-**	**18 404**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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9.3. Finance lease expenditure included in Expenditure for capital assets

	Note	2025/26	2024/25
		R'000	R'000
Buildings and other fixed structures		-	-
Heritage assets		-	-
Machinery and equipment		-	-
Specialised military assets		-	-
Biological assets		-	-
Total		**-**	**-**

10. Cash and cash equivalents

Consolidated Paymaster General Account[16]	185 330	71 559
Cash receipts	14	16
Cash on hand	75	92
Investments (Domestic)	-	3 189
Total	**185 419**	**74 856**

16 Consolidated Paymaster General consist of a favourable bank balance of R240,1 million and outstanding payments of R54,7 million as of 31 March 2026, this balance has not yet interfaced with the PMG account.

Cash and cash equivalents comprise cash held by the Department and short-term, highly liquid investments that are readily convertible to cash and subject to an insignificant risk of changes in value. Cash equivalents are held to meet short-term commitments. Where funds are held on behalf of other parties, these are disclosed as restricted.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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11. Other financial assets

Current	Note	2025/26 R'000	2024/25 R'000
Foreign			
Rental Deposit for employee based abroad		583	685
Total		**583**	**685**
Total Current other financial assets		**583**	**685**
Non-current Foreign			
Rental Deposit for employee based abroad		921	921
Total		**921**	**921**
Total non-current other financial assets		**921**	**921**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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12. Prepayments and advances

	Note	2025/26 R'000	2024/25 R'000
Staff advances		54	63
Travel and subsistence		117	71
Prepayments (Not expensed)	*12.2*	23 811	15 236
Advances paid (Not expensed)	*12.1*	16 386	14 347
Total		**40 368**	**29 717**
Analysis of Total Prepayments and advances			
Current Prepayments and advances		40 368	29 717
Non - current Prepayments and advances		-	-
Total		**40 368**	**29 717**

12.1. Advances paid (Not expensed)

	Note	Balance as at 1 April 2025	Less: Amounts expensed in current year	Add / Less: Other	Add Current year advances	Balance as at 31 March 2026
		R'000	R'000	R'000	R'000	R'000
National Departments[17]		6 799	(91 906)	-	94 423	9 316
Public entities[18]		6 214	(11 757)	-	10 039	4 496
Other entities[19]		1 334	(969)	-	2 209	2 574
Total	*12*	**14 347**	**(104 632)**	**-**	**106 671**	**16 386**

	Balance as at 1 April 2024	Less: Amounts expensed in current year	Add / Less: Other	Add Current year advances	Balance as at 31 March 2025
	R'000	R'000	R'000	R'000	R'000
National Departments	33 951	(87 152)	-	60 000	6 799
Public entities	4 064	(96 320)	-	98 470	6 214
Other institutions	1 503	(1 084)	-	915	1 334
Total	**39 518**	**(184 556)**	**-**	**159 385**	**14 347**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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12.2. Prepayments (Not expensed)

	Note	Balance as at 1 April 2025	Less: Amounts expensed in current year	Add / Less: Other	Add Current year prepay-ments	Balance as at 31 March 2026
		R'000	R'000	R'000	R'000	R'000
Goods and services		15 236	(42 113)	-	46 609	19 732
Transfers and subsidies		-	(20 263)	-	24 342	4 079
Total	*12*	**15 236**	**(62 376)**	**-**	**70 951**	**23 811**

The balance of R19,7 million iro G&S relates to prepayments to travel agencies, and other related prepayments for which services are yet to be received. Amounts disclosed under Transfers and Subsidies pertain to the EMIA scheme, where payments were made in advance. These amounts were recognised as expenditure in the period in which the related services were rendered.

17 Amount for advances paid to National Departments relates to advance payments to the Department of International Relations and Cooperation for costs incurred by the foreign mission offices of **the dtic.**

18 The amount for advances paid to Public Entities relates to payments to the DBSA.

19 The amount in respect of other entities relates to NSG for training interventions.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

	Note	Balance as at 1 April 2024	Less: Amounts expensed in current year	Add / Less: Other	Add Current year prepay-ments	Balance as at 31 March 2025
		R'000	R'000	R'000	R'000	R'000
Goods and services		6 000	(55 312)	-	64 548	15 236
Transfers and subsidies		-	(16 635)	-	16 635	-
Total	*12*	**6 000**	**(71 947)**	**-**	**81 183**	**15 236**

12.3. Prepayments (Expensed)

	Balance as at 1 April 2025	Less: Received in the current year	Add / Less: Other	Balance as at 31 March 2026
	R'000	R'000	R'000	R'000
Goods and services	-	-	-	-
Transfers and subsidies	-	-	-	-
Total	**-**	**-**	**-**	**-**

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	Balance as at 1 April 2024	Less: Received in the current year	Add / Less: Other	Add Current year prepay-ments	Balance as at 31 March 2025
	R'000	R'000	R'000	R'000	R'000
Goods and services	-	-	-	-	-
Transfers and subsidies	811	(632)	(179)	-	-
Total	**811**	**(632)**	**(179)**	**-**	**-**

13. Receivables

		2025/26			2024/25		
		Current	Non-current	Total	Current	Non-current	Total
	Note	R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	*13.1*	203	15 401	15 604	552	15 401	15 953
Recoverable expenditure	*13.2*	291	260	551	55	78	133
Staff debt	*13.3*	528	867	1 395	350	851	1 201
Other receivables	*13.4*	567	417	984	825	246	1 071
Total		**1 589**	**16 945**	**18 534**	**1 782**	**16 576**	**18 358**

13.1. Claims recoverable

	Note	2025/26 R'000	2024/25 R'000
National Departments		17	543
Provincial Departments		130	-
Public entities		15 407	15 410
Private enterprises		50	-
Total	*13*	**15 604**	**15 953**

13.2. Recoverable expenditure

Recoverable expenditure (traffic administration fees)		31	78
Recoverable expenditure (car hire damages)		287	55
Recoverable expenditure (Suppliers)		233	-
Total	*13*	**551**	**133**

13.3. Staff debt

Bursary		782	615
Unpaid leave		414	399
Official debt (in service)		114	132
Child allowance		62	48
Other		21	7
Cell phone		2	-
Total	*13*	**1 395**	**1 201**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

13.4. Other receivables

	Note	2025/26 R'000	2024/25 R'000
Fruitless and wasteful expenditure		51	13
Bursary		436	288
Official debt (out of service)		177	536
Unpaid leave		320	213
Other		-	21
Total	*13*	**984**	**1 071**

13.5. Impairment of receivables

Estimate of impairment of receivables	15 675	15 486
Total	**15 675**	**15 486**

14. Investments

Non-current		
Shares and other equity		
IDC A Share 1 000 000 at cost (100 % Shareholding)	1 000	1 000
IDC B Share 1 391 969 357 at cost (100 % Shareholding)	1 391 969	1 391 969
Total	**1 392 969**	**1 392 969**
Total non-current investments	**1 392 969**	**1 392 969**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

Analysis of non-current investments	Note	2025/26 R'000	2024/25 R'000
Opening balance		1 392 969	1 392 969
Closing balance		**1 392 969**	**1 392 969**

15. Voted funds to be surrendered to the Revenue Fund/ (Voted funds receivable)

Opening balance	108 915	51 075
As restated	108 915	51 075
Transferred from statement of financial performance (as restated)	230 671	108 915
Add: Unauthorised expenditure for the current year	-	-
Voted funds not requested/ not received	-	-
Received/(Paid) during the year	(108 915)	(51 075)
Closing balance	**230 671**	**108 915**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

16. Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund

	Note	2025/26 R'000	2024/25 R'000
Opening balance		11 746	6 899
As restated		11 746	6 899
Transferred from statement of Financial Performance (as restated)		126 755	222 150
Paid during the year		(135 654)	(217 303)
Closing balance		**2 847**	**11 746**

17. Payables - current

Clearing accounts	*17.1*	2 053	148
Other payables	*17.2*	8 484	2 055
Total		**10 537**	**2 203**

17.1. Clearing accounts

Description			
PAYE		1 512	136
Salary interface		219	7
Other		-	5
Sal: GEHS		318	-
Sal: Pension		4	-
Total	*17*	**2 053**	**148**

17.2. Other payables

Description	Note	2025/26 R'000	2024/25 R'000
Liquor licence deposits		2 847	1 608
Money collected from other entities		5 629	405
Other		8	42
Total	*17*	**8 484**	**2 055**

18. Net cash flow available from operating activities

	Note	2025/26 R'000	2024/25 R'000
Net surplus/(deficit) as per Statement of Financial Performance		357 426	331 065
Add back non-cash/cash movements not deemed operating activities		(170 629)	(264 609)
(Increase)/decrease in receivables		(176)	20 013
(Increase)/decrease in prepayments and advances		(10 651)	15 913
Increase/(decrease) in payables – current		8 334	(431)
Proceeds from sale of capital assets		592	(130)
(Increase)/decrease in other financial assets		(357)	254
Expenditure on capital assets		76 790	18 404
Surrenders to/Received from the Revenue Fund		(244 569)	(268 378)
Other non-cash items		(592)	(50 254)
Net cash flow generated by operating activities		**186 797**	**66 456**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

19. Reconciliation of cash and cash equivalents for cash flow purposes

	2025/26 R'000	2024/25 R'000
Consolidated Paymaster General account	185 330	71 559
Cash receipts	14	16
Cash on hand	75	92
Cash with commercial banks (Local)	-	3 189
Total	**185 419**	**74 856**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

20. Contingent liabilities and Contingent assets

20.1. Contingent liabilities

Liable to Nature	Note	2025/26 R'000	2024/25 R'000
Claims against the Department[20]	*Annex 3B*	22 250	42 321
Other guarantees[21]	*Annex 3A*	130 712	139 043
Incentives grants[22]	*Annex 3B*	8 100 479	8 204 634
Intergovernmental contingent liabilities	*Annex 5*	-	-
Total		**8 253 441**	**8 385 998**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

20.2. Contingent assets

Nature of contingent asset	Note	2025/26 R'000	2024/25 R'000
Incentive claims[23]		2 050	6 671
Ditsebi Solutions[24]		32 000	32 000
Forensic investigation: CPFP[25]		50 832	-
Total		**84 882**	**38 671**

21. Capital commitments

Machinery and equipment	62	-
Intangible assets	5 600	8 179
Total	**5 662**	**8 179**

20 Claims against the Department are disclosed and will only be settled on decision of the court or if the Department accepts liability, both of which are unknown. Amounts disclosed are not necessarily the claim amount, but the amount determined as the most likely amount that the court might settle on.

21 Incentive grants approved by **the dtic** are not always disbursed in the year of approval. Based on the rules of a particular incentive scheme, grants approved in one year may be disbursed over a period of one to three years following approval. Disbursement of the incentive grant is in all cases conditional on the recipient firms carrying out their approved project in line with the guidelines of the respective scheme and meeting key performance requirement that are linked to that particular incentive such as achieved investment, output, employment, etc.
During the current financial year, management identified a prior period error relating to the disclosure of a contingent liability to the value of R12,5 million. The error arose due to duplication in the disclosure of the same underlying matter in both categories. The comparative figures have accordingly been restated to correct this misstatement.

22 Other guarantees relate to loans given to IDC by foreign banks.

23 Incentive claims relate to claims instituted by the Department against certain incentive applicants.

24 The Department has instituted a claim against Ditsebi Solutions for breach of contract.

25 During the 2024/25 financial year period, expenditure was recognised relating to the Capital Project Feasibility Programme (CPFP) incentive scheme under the Public corporation and private enterprises. Subsequent to this recognition, the Auditor General identified certain transactions within the scheme that may be of a potentially fraudulent and or irregular in nature. In response, a forensic audit was commissioned to further investigate these transactions. The outcome of the forensic audit confirmed an amount of R50,8 million as fraudulent. The necessary corrective actions, disciplinary measures or legal proceedings are currently underway.

22. Accruals and payables not recognised

22.1. Accruals

Listed by economic classification	Note	2025/26 30 Days R'000	2025/26 30+ Days R'000	2025/26 Total R'000	2024/25 Total R'000
Goods and services		47 723	2 795	50 518	46 972
Transfers and subsidies		2 684	3 625	6 309	1 285
*Other (Dirco)		5 147	3 492	8 639	2 073
Total		**55 554**	**9 912**	**65 466**	**50 330**

*Dirco includes allowances to foreign officials and outstanding vouchers

	Note	2025/26 R'000	2024/25 R'000
Intergovernmental accruals (included above)	*Annex 5*	2 905	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

22.2. Payables not recognised

Listed by economic classification	Note	2025/26 30 Days R'000	2025/26 30+ Days R'000	2025/26 Total R'000	2024/25 Total R'000
Goods and services		920	-	920	613
Total		**920**	**-**	**920**	**613**

	Note	2025/26 R'000	2024/25 R'000
Intergovernmental payables not recognised *(included above)*	*Annex 5*	-	-

23. Employee benefits

	2025/26	2024/25
Leave entitlement[26]	60 466	48 911
Service bonus	23 551	22 602
Capped leave	8 596	8 224
Other[27]	1 665	1 450
Total	**94 278**	**81 187**

26 The full leave entitlement becomes due on the day of each leave cycle (January-December). In addition to the leave entitlement provision, there are negative leave credits to the value of R675 thousand, which relates to leave taken in excess of the accrued leave credits as at 31 March 2026.

27 Other relates to long service awards to which the Department at this stage not able to reliably measure the long-term portion of the long service awards. An amount of R837 thousand relates to employee related benefits.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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	Note	2025/26 R'000	2024/25 R'000
Intergovernmental employee benefits (Included above)	*Annex 5*	-	-
Total		**-**	**-**

24. Lease commitments

24.1. Operating leases

	2025/26				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	6 942	6 196	13 138
Later than 1 year and not later than 5 years	-	-	4 486	2 752	7 238
Later than 5 years	-	-	635	-	635
Total lease commitments	**-**	**-**	**12 063**	**8 948**	**21 011**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

	2024/25				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	8 168	5 484	13 652
Later than 1 year and not later than 5 years	-	-	8 858	6 514	15 372
Later than 5 years	-	-	929	-	929
Total lease commitments	**-**	**-**	**17 955**	**11 998**	**29 953**

The lease commitment above includes:

The Department entered into lease agreements for the leasing of accommodation for foreign economic representatives stationed abroad.

In addition, the Department signed lease agreements for Departmental regional offices of **the dtic** (i.e. Durban, Gqeberha and Cape Town), and off-site storage of specific documentation.

The Department is participating in transversal contracts for printing and mobile services respectively, with the options to renew, however there are no purchasing options.

24.2. Finance leases **

2025/26

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	4 007	4 007
Later than 1 year and not later than 5 years	-	-	-	1 189	1 189
Total lease commitments	**-**	**-**	**-**	**5 196**	**5 196**

the dtic is a participant in the Transversal Contract facilitated by National Treasury for the supply and delivery of mobile communication services and handsets to the State.

2024/25

	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	5 630	5 630
Later than 1 year and not later than 5 years	-	-	-	2 096	2 096
Total lease commitments	**-**	**-**	**-**	**7 726**	**7 726**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

** This note excludes leases relating to public private partnerships as they are separately disclosed in the note on Public Private Partnerships.

25. Accrued Departmental revenue

	Note	2025/26	2024/25
		R'000	R'000
Sales of goods and services other than capital assets		32	-
Sale of capital assets		-	69
Total		**32**	**69**

25.1. Analysis of accrued Departmental revenue

Opening balance	69	5 041
Less: Amounts received	(69)	(5 052)
Add: Amounts recorded	32	69
Exchange rate difference	-	11
Closing balance	**32**	**69**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

26. Unauthorised, Irregular and Fruitless and wasteful expenditure

	Note	2025/26 R'000	2024/25 R'000
Unauthorised expenditure - current year		-	-
Irregular expenditure - current year		192	15
Fruitless and wasteful expenditure - current year		103	50 800
Total		**295**	**50 815**

Information on any criminal or disciplinary steps taken as a result of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure is included in the annual report under the PFMA Compliance Report.

27. Related party transactions

Revenue received		
Interest, dividends and rent on land	37 941	94 966
Total	**37 941**	**94 966**
Year end balances arising from revenue/payments		
Receivables from related parties	15 407	15 410
Total	**15 407**	**15 410**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

27.1. Rent on land

Name of Department/Entity

	Note	2025/26 R'000	2024/25 R'000
Companies and Intellectual Property Commission		13 452	20 240
Competition Tribunal		5 689	5 540
International Trade Administration Commission		7 382	7 188
The Competition Commission		11 418	11 998
TOTAL		**37 941**	**44 966**

27.2. Dividends

IDC		-	50 000
TOTAL		**37 941**	**94 966**

Other

Guarantees issued/received	*Annex 3A*	130 712	139 043
Total		**130 712**	**139 043**

List of related party relationships:

Companies and Intellectual Property Commission (CIPC)

Export Credit Insurance Corporation (ECIC) SOC Limited of South Africa

National Consumer Commission (NCC)

National Consumer Tribunal (NCT)

Companies Tribunal (CT)

National Credit Regulator (NCR)

National Empowerment Fund (NEF)

National Gambling Board of SA (NGB)

National Lotteries Commission (NLC)

National Metrology Institute of South Africa (NMISA)

National Regulator for Compulsory Specifications (NRCS)

South African Bureau of Standards (SABS)

South African National Accreditation System (SANAS)

Competition Commission (CC)

Competition Tribunal (CT)

International Trade Administration Commission (ITAC)

Industrial Development Corporation (IDC)

The Takeover Regulation Panel

Related parties disclosed under this note are only those related parties that fall within the Ministers portfolio. For related party transactions relating to other Departments and entities, please refer to the Accounting Officers report.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

As per the definition of related parties, key management personnel form part of the related parties. This has been separately disclosed under note 28

the dtic is providing accommodation on its campus to the Companies and Intellectual Property Commission, Competition Commission, Competition Tribunal and ITAC at a reduced rental.

In addition, the Department is providing office accommodation to the Companies Tribunal at no charge. (The value was R2,3 million).

An official from the IDC has been re-assigned to **the dtic** within the reporting period at no cost. (The value was R617 thousand)

One employee of the NRCS has been seconded to **the dtic** for the reporting period to the value of R967 thousand.

One official has been re-assigned to NLC. (The value was R702 thousand)

One official has been seconded to NEF for a part of a reporting period at no cost. (The value was R83 thousand)

Two officials were seconded to ITAC during the reporting period at no cost. (The value was R1 million)

One official was seconded to CIPC during the reporting period. (The value was R217 thousand)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

28. Key management personnel

	Note	2025/26 R'000	2024/25 R'000
Political office bearers		6 474	9 142
Level 15-16		25 187	22 126
Level 14		99 731	94 881
Family members of key management personnel		1 207	1 127
Total		**132 599**	**127 276**

Political office bearers consist of:

- Minister P Tau, from 3 July 2024 to date
- Deputy Minister Whitfield, from 3 July 2024 to 25 June 2025
- Deputy Minister Z Godlimpi, from 3 July 2024 to date
- Deputy Minister ALA Abrahams, from 17 November 2025 to date

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

29. Public private partnership

Fixed component	Note	2025/26 R'000	2024/25 R'000
Unitary fee paid		**335 983**	**324 506**
Building & other fixed structures		335 983	324 506
Motor vehicles		-	-
Indexed component		**33 244**	**38 502**
Buildings & fixed structures		33 244	38 502
Motor vehicles		-	-
Analysis of indexed component		**33 244**	**38 502**
Compensation of employees		-	-
Goods and services (excluding lease payments)		33 244	38 502

PPP Lease commitment 2025/26	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	345 959	-	345 959
Later than 1 year and not later than 5 years	724 425	-	724 425
Later than five years	-	-	-
Total lease commitments	**1 070 384**	**-**	**1 070 384**

PPP Lease commitment 2024/25	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
Not later than 1 year	335 984	-	335 984
Later than 1 year and not later than 5 years	1 063 366	-	1 063 366
Later than five years	-	-	-
Total lease commitments	**1 399 350**	**-**	**1 399 350**

the dtic campus Public Private Partnership (PPP) is based on a partnership between **the dtic** and the City of Tshwane under which the City owns the land. The City will also own all fixed assets erected thereon. **the dtic** will enjoy the peaceful and undisturbed benefits of a sustained collaborative working and unified service delivery environment, to be provided by Rainprop (Pty) Ltd as the private sector partner, who signed an experience delivery agreement with **the dtic.**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

The construction of **the dtic** campus was finalized during the first half of 2004, where after the move and decant took place between May and November 2004.

Right to use specified assets

The Concessionaire, who will have direct rights of use under its land availability agreement with the City, will manage the land and buildings owned by the City.

The Concessionaire, having in this manner mobilized the capital assets, will provide experienced delivery services to **the dtic** as contractually defined by an "experience delivery matrix" over the term of the concession. **the dtic** will enjoy the benefits as deemed contractually appropriate by the Concessionaire in the fulfilment of its obligations to **the dtic**.

Obligation to provide rights or to expect the provision of services.

The City is obliged to provide rights to the Concessionaire under **the dtic**/City Project Enablement Agreement, as explained above. At the same time, **the dtic** has rights to obtain services under its concession agreement with the private sector PPP partner.

Obligations to acquire or build items of property, plant and equipment.

The Concessionaire will bear the risks of such obligations and associated risks.

Obligations to deliver, or rights to receive specified assets at the end of the concession period:

the dtic will have no obligations of any kind to deliver either fixed or moveable assets to any party at the end of the agreement.

Fixed assets, including buildings erected thereon by the Concessionaire as part of its asset mobilization program for the project, will at the end of the agreement become assets of the City. **the dtic** will have rights against the City to compel the transfer of the rights of use of those assets on behalf of **the dtic**, to a successor or the Concessionaire for successive periods, number of successions not less than one.

The moveable assets mobilized by the Concessionaire will fall to the Concessionaire at the end of the agreement for re-use or disposal as it may deem fit, in accordance with the generic provisions of PPP practice.

Renewal and termination options:

the dtic has rights of termination of contract or step-in as determined in the concession agreement, all such rights consistent with PPP practice in South Africa. The execution of such rights is subject to TA3 authority from Treasury.

Other rights and obligations:

A broad range of rights reflective of PPP practice, as regulated by Treasury under Chapter 16 of the PFMA, will apply. Rights of overhaul are part of the lifecycle maintenance and handover obligations of the Concessionaire, with lifecycle maintenance obligations that are clearly specified in the Maintenance Reserve Account (MRA), as an integrated part of the concession agreement.

Changes in the arrangement occurred during the period.

No changes are expected in this financial year.

Motor vehicles

the dtic participated in the Department of Transport's Fleet Management contract for the use of pool vehicles. The contract has since expired and there is no extension in place.

30. Provisions

	Note	2025/26 R'000	2024/25 R'000
Export Marketing and Investment Assistance (EMIA)		15 458	16 111
Total		**15 458**	**16 111**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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The provision relates to the Export Marketing and Investment Assistance (EMIA), whereby **the dtic** has an unconditional obligation to pay the preferred supplier on submission of the required claim documents, as from the date funding approval is granted. The preferred supplier can claim the incentive at any time, therefore, the timing of the obligation is not known. However, the amount of the obligation is known as the approval letter specifies the maximum amount payable to the grantee.

30.1. Reconciliation of movement in provisions

	2025/26			
	EMIA	HAMMARSKJOLD	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	16 111	-	-	16 111
Increase in provision	204 263	12 580	-	216 843
Settlement of provision	(169 861)	(11 130)	-	(180 991)
Unused amount reversed	(35 055)	(1 450)	-	(36 505)
Closing balance	**15 458**	**-**	**-**	**15 458**

Reconciliation of movement in provisions	2024/25 EMIA	Rainprop	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	18 029	7 000	-	25 029
Increase in provision	119 826	-	-	119 826
Settlement of provision	(106 501)	(7 000)	-	(113 501)
Unused amount reserved	(15 243)	-	-	(15 243)
Closing balance	**16 111**	**-**	**-**	**16 111**

31. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	Opening balance	Value adjustments	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	**215 241**	**-**	**74 373**	**(9 282)**	**280 332**
Transport assets	11 082	-	-	(2 416)	8 666
Computer equipment	179 602	-	73 583	(5 133)	248 052
Furniture and office equipment	10 169	-	674	(701)	10 142
Other machinery and equipment	14 388	-	116	(1 032)	13 472
FINANCE LEASE ASSETS					
Finance lease assets	555	-	107	(154)	508
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**215 796**	**-**	**74 480**	**(9 436)**	**280 840**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

The amount disclosed under additions are inclusive on non-cash items (R28 thousand (computer equipment) and R45 thousand (Furniture and office equipment))

Movable Tangible Capital Assets under investigation

Included in the above total of the movable tangible capital assets per the asset register that are under investigation:

	Note	Number	Value
			R'000
Machinery and equipment		6	123
Total		**6**	**123**

Internal processes are underway to finalise cases under investigation

31.1. MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	**209 130**	**-**	**15 949**	**(9 838)**	**215 241**
Transport assets	6 890	-	5 795	(1 603)	11 082
Computer equipment	175 530	-	8 846	(4 774)	179 602
Furniture and office equipment	11 425	-	277	(1 533)	10 169
Other machinery and equipment	15 285	-	1 031	(1 928)	14 388

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
FINANCE LEASE ASSETS					
Finance lease assets	380	-	329	(154)	555
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	**209 510**	**-**	**16 278**	**(9 992)**	**215 796**

31.2. Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	1 856	-	5 168	3 357	10 381
Additions	-	-	-	294	942	1 236
Disposals	-	-	-	(186)	(995)	(1 181)
Total Minor assets	**-**	**1 856**	**-**	**5 276**	**3 304**	**10 436**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Number of R1 minor assets	-	1 965	-	40	-	2 005
Number of minor assets at cost	-	-	-	2 878	938	3 816
Total number of minor assets	**-**	**1 965**	**-**	**2 918**	**938**	**5 821**

Minor capital assets under investigation

Included in the above total of the minor capital assets per the asset register that are under investigation.

	Note	Number	Value
			R'000
Machinery and equipment		5	17

Internal processes are underway to finalise cases under investigation

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	1 858	-	5 201	3 545	10 604
Additions	-	-	-	444	2 133	2 577
Disposals	-	(2)		(477)	(2 321)	(2 800)
Total Minor assets	**-**	**1 856**	**-**	**5 168**	**3 357**	**10 381**

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Finance lease assets	Total
Number of R1 minor assets	-	-	-	41	-	41
Number of minor assets at cost	-	1 965	-	2 857	945	5 767
Total number of minor assets	**-**	**1 965**	**-**	**2 898**	**945**	**5 808**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

31.3. Movable capital assets written off

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2026

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	-	385	-	15	400
Total movable assets written off	**-**	**-**	**-**	**385**	**-**	**15**	**400**

MOVABLE CAPITAL ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2025

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	-	860	-	-	860
Total movable assets written off	**-**	**-**	**-**	**860**	**-**	**-**	**860**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

32. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	67 420	2 490	-	69 910
TOTAL INTANGIBLE CAPITAL ASSETS	**67 420**	**2 490**	**-**	**69 910**

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	75 079	2 456	(10 115)	67 420
TOTAL INTANGIBLE CAPITAL ASSETS	**75 079**	**2 456**	**(10 115)**	**67 420**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2026

33. Correction of prior period errors

		2025/26		
Liabilities: (E.g. Payables current, Voted funds to be surrendered, Commitments, Provisions, etc.)	*Note*	Amount before error correction	Prior period error	Restated
		R'000	R'000	R'000
Claims against the Department	*20*	8 259 535	(12 580)	8 246 955
Net effect		**8 259 535**	**(12 580)**	**8 246 955**

During the current financial year, management identified a prior period error relating to the disclosure of a contingent liability to the value of R12,5 million. The error arose due to duplication in the disclosure of the same underlying matter in both categories. The comparative figures have accordingly been restated to correct this misstatement.

34. Broad Based Black Economic Empowerment performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

35. Natural disaster or relief expenditure

	Note	2025/26	2024/25
		R'000	R'000
Goods and services		-	3
Total	*Annex 7*	-	3

ANNEXURE 1A

STATEMENT OF TRANSFERS TO DepartmentAL AGENCIES AND ACCOUNTS

DepartmentAL AGENCY/ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2024/25	
	Adjusted budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Companies Tribunal	37 812	-	-	37 812	37 812	100,0%	29 497	29 497
National Consumer Commission	73 360	-	15 000	88 360	88 360	100,0%	71 220	71 220
Competition Commission	440 339	-	-	440 339	440 339	100,0%	426 193	426 193
Competition Tribunal	46 799	-	-	46 799	46 799	100,0%	40 159	40 159
International Trade Administration Commission	146 878	-	-	146 878	146 878	100,0%	113 430	113 430
National Consumer Tribunal	69 726	-	-	69 726	69 726	100,0%	52 000	52 000
National Credit Regulator	101 675	-	-	101 675	101 675	100,0%	79 051	79 051
National Gambling Board	35 790	-	-	35 790	35 790	100,0%	34 641	34 641
National Metrology Institute of South Africa: Operations	175 099	-	-	175 099	175 099	100,0%	177 312	177 312
National Productivity Institute	10 360	-	-	10 360	10 360	100,0%	10 027	10 027
National Regulator for Compulsory Specifications	149 235	-	-	149 235	149 235	100,0%	145 734	145 734
South African National Accreditation System	29 866	-	-	29 866	29 866	100,0%	32 118	32 118
Council for Geoscience	1 410	-	-	1 410	1 410	100,0%	1 364	1 364
Total	**1 318 349**	**-**	**15 000**	**1 333 349**	**1 333 349**		**1 212 746**	**1 212 746**

ANNEXURES for the year ended 31 March 2026

ANNEXURE 1B

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

NAME OF PUBLIC CORPORATION/ PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2024/25	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Capital	Current	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Public corporations										
Transfers	**3 420 812**	**-**	**62 671**	**3 483 483**	**3 465 835**	**99,5%**	**1 006 949**	**2 456 886**	**2 517 995**	**2 508 500**
Council for Scientific and Industrial Research: Fibre and Textile	2 064	-	-	2 064	2 064	100,0%	-	2 064	1 998	1 998
Council for Scientific and Industrial Research: Aerospace Industry	38 941	-	-	38 941	38 941	100,0%	38 941	-	37 691	37 691
Council for Scientific and Industrial Research: National Cleaner Production Centre	53 029	-	-	53 029	53 029	100,0%	-	53 029	53 681	53 681
Export Credit Insurance Corporation	167 881	-	-	167 881	167 881	100,0%	-	167 881	162 488	162 488

NAME OF PUBLIC CORPORATION/ PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2024/25	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Capital	Current	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Industrial Development Corporation: Sector Programmes (Clothing and Textile)	387 075	-	-	387 075	387 075	100,0%	-	387 075	218 202	218 202
Industrial Development Corporation: Regional Industrial Development	23 496	-	-	23 496	23 496	100,0%	-	23 496	22 700	22 700
Council for Scientific and Industrial Research: National Foundry Technology Network	12 514	-	-	12 514	9 519	76,1%	-	9 519	11 996	11 996
ProTechnik Laboratories: Capital	1 882	-	-	1 882	1 882	100,0%	1 882	-	1 801	999
ProTechnik Laboratories: Operations	4 208	-	-	4 208	4 196	99,7%	-	4 196	4 028	4 010
South African Bureau of Standards	364 498	-	62 671	427 169	427 169	100,0%	-	427 169	354 782	354 781

ANNEXURES for the year ended 31 March 2026

NAME OF PUBLIC CORPORATION/ PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2024/25	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Capital	Current	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Various Institutions: Critical Infrastructure Programme: Industrial Parks	49 791	-	-	49 791	45 279	90,9%	45 279	-	139 121	132 907
Various Institutions: Special Economic Zones	926 468	-	-	926 468	920 847	99,4%	920 847	-	-	-
Industrial Development Corporation: Tirisano construction fund trust	56 158	-	-	56 158	51 650	92,0%	-	51 650	53 750	53 750
Industrial Development Corporation: Downstream Steel Industry Competitiveness Fund	38 807	-	-	38 807	38 807	100,0%	-	38 807	37 560	37 560
Small Enterprise Finance Agency	-	-	-	-	-	-	-	-	271 737	271 737
Industrial Development Corporation: Social Employment Fund	1 292 000	-	-	1 292 000	1 292 000	100,0%	-	1 292 000	1 130 000	1 130 000

NAME OF PUBLIC CORPORATION/ PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2024/25	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Capital	Current	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Various Institutions: One Stop Shop	2 000	-	-	2 000	2 000	100,0%	-	2 000	16 460	14 000
Subtotal: Public corporations	**3 420 812**	**-**	**62 671**	**3 483 483**	**3 465 835**	**99,5%**	**1 006 949**	**2 458 886**	**2 517 995**	**2 508 500**
Private enterprises										
Transfers	**410 995**	**-**	**(62 165)**	**348 830**	**338 815**	**97,1%**	**150 502**	**188 313**	**252 754**	**249 454**
Various institutions: Export Market and Investment Assistance	216 088	-	(38 665)	177 423	170 354	96,0%	-	170 354	131 819	128 520
Various Institutions Support Programme for Industrial Innovation	41 819	-	(23 500)	18 319	17 959	98,0%	-	17 959	17 380	17 379
Various institutions: Critical Infrastructure Programme: Bulk Infrastructure	153 088	-	-	153 088	150 502	98,3%	150 502	-	103 555	103 555
Subsidies	**3 663 524**	**-**	**63 665**	**3 727 189**	**3 725 842**	**99,9%**	**-**	**3 725 842**	**3 706 397**	**3 705 862**
Automotive Production and Development Programme: Production Allowance	1 658 098	-	494 825	2 152 923	2 152 923	100%	-	2 152 923	1 460 454	1 460 454

ANNEXURES for the year ended 31 March 2026

NAME OF PUBLIC CORPORATION/ PRIVATE ENTERPRISE	TRANSFER ALLOCATION				EXPENDITURE				2024/25	
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds transferred	Capital	Current	Final Budget	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Supplier Cluster Development	24 784	-	(24 784)	-	-	-	-	-	-	-
Technology and Human Resources for Industrial Programme	62 918	-	(14 151)	48 767	48 767	100,0%	-	48 767	57 730	57 197
Business Process Service Incentive	503 095	-	176 006	679 101	679 100	99,9%	-	679 100	809 634	809 633
Enterprise Investment Programme	867 276	-	(546 982)	320 294	318 987	99,6%	-	318 987	27 424	27 424
Film and Television Production Incentive	503 735	-	(118)	503 617	503 579	99,9%	-	503 579	727 808	727 807
Manufacturing Competitiveness Enhancement Programme	43 618	-	(21 131)	22 487	22 486	99,9%	-	22 486	623 347	623 347
Subtotal: Private enterprises	**4 074 519**	**-**	**1 500**	**4 076 019**	**4 064 657**	**99,7%**	**150 502**	**3 914 155**	**3 959 151**	**3 955 316**
TOTAL	**7 495 331**	**-**	**64 171**	**7 559 502**	**7 530 492**	**99,6%**	**1 157 451**	**6 373 041**	**6 477 146**	**6 463 816**

ANNEXURE 1C

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

Foreign government / International organisation	2025/26						2024/25	
	TRANSFER ALLOCATION				EXPENDITURE			
	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
World Trade Organisation	19 739	-	(1 494)	18 245	17 601	96,5%	17 844	17 843
Organisation for the Prohibition of Chemical Weapons	4 638	-	(774)	3 864	3 863	99,9%	3 920	3 920
United Nations: Treaty on the Prohibition of Nuclear Weapons	1 775	-	-	1 775	-	-	27	26
United Nations Industrial Development Organisation	9 212	-	(1 700)	7 512	7 058	94,0%	6 020	6 019
World Intellectual Property Organisation	7 552	-	(400)	7 152	7 152	100,0%	7 290	7 029
Treaty Organisation for Metrology	2 447	-	-	2 447	2 426	99,1%	2 310	2 310
International Financial Reporting Standards Foundation	3 090	-	(188)	2 902	2 901	99,9%	3 100	2 988
Total	**48 453**	**-**	**(4 556)**	**43 897**	**41 001**		**40 511**	**40 135**

ANNEXURES for the year ended 31 March 2026

ANNEXURE 1D

STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

Non-profit institutions	2025/26						2024/25	
	TRANSFER ALLOCATION				EXPENDITURE			
	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Proudly South African Campaign	46 639	-	9 700	56 339	56 339	100,0%	43 169	43 169
Intsimbi Future Production Technologies Initiatives	84 555	-	-	84 555	84 555	100,0%	81 358	81 358
Centurion Aerospace Village	1	-	-	1	-	-	1	-
Trade and Industrial Policy Strategies	30 850	-	-	30 850	30 850	100,0%	35 015	35 015
Automotive Supply Chain Competitiveness Initiative	7 001	-	-	7 001	7 000	99,9 %	1	-
Black Business Council	1 659	-	-	1 659	-	-	1 606	-
Total	**170 705**	**-**	**9 700**	**180 405**	**178 744**		**161 150**	**159 542**

ANNEXURE 1E

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Household	2025/26						2024/25	
	TRANSFER ALLOCATION				EXPENDITURE			
	Adjusted Budget	Roll overs	Adjustments	Total Available	Actual transfer	% of available funds transferred	Final Budget	Actual transfer
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Employee social benefits	4 919	-	13 627	18 546	18 490	99,7%	5 586	5 517
Payments/Refunds and Remissions as an act of grace	-	-	38	38	37	97,4%	14	14
Claims against the state	1 086	-	-	1 086	1 086	100,0%	210	209
Total	**6 005**	**-**	**13 665**	**19 670**	**19 613**		**5 810**	**5 740**

ANNEXURES for the year ended 31 March 2026

ANNEXURE 1F

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26	2024/25
		R'000	R'000
Received in kind			
Gifts			
Aranda Textile Mills (Pty) Ltd	G20 Gifts: 30 Basotho Blankets for logistics team	45	-
National Clothing Retail Federation of SA (NCRF)	G20 Gifts: K-Way Puffer Jackets for logistics team	36	-
National Empowerment Fund (NEF)	Branded clothing: Golf T-Shirt and Jacket	1	-
Total gifts		**82**	**-**
Sponsorships			
Africa Continental Free Trade Area(AfCFTA) Secretariat	Travel sponsorship to attend the AfCFTA 17th Senior Trade Officials in Zanzibar- Tanzania and meetings in Mozambique, Ethiopia and Togo.	-	302
African Union Commission in partnership with United Nations Industrial Development Organization (UNIDO).	Travel sponsorship to attend a meeting in Ethiopia.	-	36
African Union Development Agency (AUDA)-Nepad	Travel sponsorship to attend and participate as a panellist during PIDA Week 2024.	-	10
Business Unity South Africa (BUSA)	Sponsorship for the Exhibition stand, marketing collateral and registration fees.	-	499
Cherry International (Pty) Ltd	Travel sponsorship to attend an event in Cape Town	-	8
Chinese Ministry of Commerce	Travel sponsorship to participate in the training for E-Commerce and Digital Economy.	-	65

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26 R'000	2024/25 R'000
Civil Service College Singapore	Sponsorship to attend Leadership and economic Diplomacy Course for Singapore-Africa Partnership Package (SAPP) and South Africa Bilateral Programme	-	59
Comprehensive Nuclear-Test-Ban Treaty Organization	Travel sponsorship to participate in the Working Group B (WGB) meeting in Vienna-Austria.	-	106
Department of State-USA	Travel sponsorship for participation in the Concurrent United Nations Secretary-General's Mechanism (UNSGM) and Domestic Investigations Table Top Exercise	-	50
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) of Germany	Travel sponsorship including accommodation sponsorship - Belgium, Durban and Germany.	-	204
Eastern Cape Development Corporation	Travel sponsorship to attend Eastern Cape Export Symposium	-	34
Economic and Commercial Office of the Embassy of the Peoples Republic of China	Travel sponsorship to attend and participate in the seminar of China-Africa high quality cooperation on Commercial Law	-	25
European Union Partner-to-Partner Export Control Programme	Travel sponsorships to attend the 10th Edition of the European Union Partner-to-Partner Export Control Programme in Budapest, Hungary	-	43
Foreign, Commonwealth and Development Office (FCDO)	Travel sponsorship to attend the Southern African Customs Union and Development Committee in Botswana, Gaborone.	-	15
Japan International Cooperation Agency(JICA)	Travel sponsorship for a study tour to Indonesia and Thailand.	-	95
Harvard University	Travel sponsorship for participation in the Strategies for Inclusive Growth program at Harvard University - USA	-	196
Health Security Partners	Transportation sponsorship	-	8
Industrial Policy Lad	Travel sponsorship to attend a meeting in Austria.	-	39

ANNEXURES for the year ended 31 March 2026

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26 R'000	2024/25 R'000
International Finance Corporation (IFC - World Bank	Travel sponsorship to Rwanda to attend Africa CEO Forum and Germany on invitation as a speaker and to lead SA delegation to Intersolar.	-	139
Latin American Research and Innovation Hub and the Verification Research, Training and Information Centre (VERTIC)	Travel sponsorship to participate in the Tri-lateral Conference in Brazil.	-	33
MTN Group	Sponsorship by MTN Group for a SA-Nigeria Business Roundtable	-	308
New Zealand Government	Sponsored online course	-	38
Organization for the Prohibition of Chemical Weapons (OPCW)	Travel sponsorship to attend the Regional Meeting of States Parties to the Chemical Weapons Convention in Yaoundé, Cameroon, Netherlands and Qatar.	-	79
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	Travel sponsorship to participate in the 2024 National Data Centre Workshop in Beijing, People's Republic of China.	-	48
Productivity South Africa	Travel sponsorship to attend the 3rd National Wage Bill Conference in Kenya	-	80
Southern African Development Community (SADC) Secretariat	Travel sponsorship to attend meetings in Mozambique, Zimbabwe and validation workshop in Mauritius and Botswana.	-	151
Southern African Development Community (SADC) Secretariat and European Union Technical Assistance Facility	Travel sponsorship to participate in the SADC Workshops in Johannesburg	-	30
Singapore Ministry of Foreign Affairs and the Civil Service College	Sponsorship to 16th Leaders in Governance Programme (LGP) held in Singapore	-	295
The International and Ibero-American Foundation for Administration and Public Policies (FIIAPP)	Travel sponsorship to attend Southern African Development Community (SADC) Secretariat, validation workshop in Zimbabwe.	-	61

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26 R'000	2024/25 R'000
Tourism Business Council of South Africa	Travel sponsorship to attend the 3rd Annual Tourism Leadership Conference.	-	7
United Arab Emirates (UAE) Government	Travel sponsorship to attend the International Food Exhibition comprising of Global Food Security Summit (GFSS).	-	70
United Nations	Travel sponsorship to participate in Workshops held in Botswana & Switzerland, Stakeholder Engagement held in Maseru, Zimbabwe & Lusaka and to attend a conference in Germany.	-	182
United Nations Environment Programme	Travel sponsorship to participate at the 5th Session of the Intergovernmental Negotiating Committee	-	52
United Nations Economic Commission for Africa (UNECA)	Travel sponsorship for United Nations Economic Commission for Africa's (UNECA), 30th Session of the Intergovernmental Committee meeting in Livingstone, Zambia.	-	30
UNOOSA	Travel sponsorship to attend the Management and Sustainability Conference	-	28
Vienna Centre for Disarmament and Non-Proliferation	Travel sponsorship to participate in the short course on Nuclear non-proliferation and disarmament in Vienna-Austria.	-	84
World Customs Organisation (WCO)	Travel sponsorship to attend workshops	-	79
World Trade Organisation (WTO)	Travel sponsorship to attend a course and workshop in Geneva and trade policy review in Namibia.	-	137
Africa Continental Free Trade Agreement (AfCFTA) Secretariat	Travel sponsorship to participate in meetings held in Ghana, Egypt and Kenya.	246	-
African Society for Laboratory Medicine	Travel sponsorship to participate in the Regional Consultative Meeting	33	-
Auditor-General South Africa and Finance and Accounting Services Sector Education and Training Authority (AGSA & FASSET)	Sponsored training programme: Women Leading in the Public Sector	84	-

ANNEXURES for the year ended 31 March 2026

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26 R'000	2024/25 R'000
Centre for Global Policy and Energy (CGEP)	Travel sponsorship to attend and participate in the International Dialogue on Trade and Climate Workshop	46	-
Chinese Ministry of Commerce	Sponsorship for the incidental costs i.e. travel and subsistence	9	-
Comprehensive Nuclear-Test-Ban Treaty Organization	Travel sponsorship to participate in the Introductory Training Course in Vienna, Austria.	95	-
Construction Education and Training Authority (CETA)	Sponsored leadership development programme - donor did not disclose amount.	-	-
Deutsche Gesellschaft Fur Internationale Zusammenarbeit" (GIZ)	Travel sponsorship including accommodation	63	-
DT Global	Travel sponsorship to participate in a Conference held in Mauritius	40	-
Heineken Beverages (South Africa) Proprietary Limited	G20 Sponsorship: Heineken Beverages during welcome dinner for delegates	127	-
Industrial Development Corporation (IDC)	G20 Sponsorship: Buses, game drive, golf day and catering for delegates	940	-
International Labour Organization's Training Centre (ILOTC)	Travel sponsorship to attend the Pioneers Forum - donor did not disclose amount.	-	-
International Standards Organisation (ISO)	Travel sponsorship to attend the Regional Workshop in Namibia.	45	-
International Trade Centre	Petrol Allowance received from the International Trade Centre to attend SADC Workshop	1	-
Japan External Trade Organization	Travel sponsorship to take part in the capacity building programme.	90	-
Konya,Turkiye Chamber of Industry	Travel sponsorship to deliver a sector-focused presentation and provide technical support.	33	-
New Zealand Ministry of Foreign Affairs and Trade	Sponsorship for Online Trade Policy Course	114	-

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26 R'000	2024/25 R'000
Organization for the Prohibition of Chemical Weapons (OPCW)	Travel sponsorship to attend the Twenty-Third Regional Meeting	33	-
Permanent Mission of China	Travel sponsorship to participate in the WTO Dispute Settlement Workshop held in China	55	-
Property Practitioners Regulatory Authority	Accommodation and meals sponsorship - attended a Strategic Planning Session.	4	-
Southern African Development Community (SADC) Secretariat	Travel sponsorship including accommodation	73	-
United Nations Economic Commission for Africa	Travel sponsorship to attend and participate in the Dissemination Workshop	39	-
United Nations Industrial Development Organisation (UNIDO)	Travel sponsorship to participate in a Workshop in Kenya-Nairobi	40	-
United Nations Industrial Development Organisation (UNIDO)	Travel sponsorship to participate in a UNIDO programme. Sponsorship amount not disclosed.	-	-
United Nations Office for Disarmament Affairs (UNODA)	Travel sponsorship to participate in a workshops and conferences in Mauritius, Uganda, Kenya, Lesotho and Eswatini.	172	-
United Nations Development Programme (UNDP)	Travel sponsorship to participate in the African Continental Free Area (AfCFTA) Digital Trade Market Access and Regulators' Roundtable in Nigeria.	27	-
University of Cape Town: Nelson Mandela School of Public Governance	Travel sponsorship for participation in a conference held at the University of Cape Town	27	-
United States of America Embassy	Sponsorship for participation in the Hubert H. Humphrey Fellowship Programme.	5	-
Vodacom (Pty) Ltd	G20 Sponsorship: Ministerial Gala Dinner for delegates	394	-

ANNEXURES for the year ended 31 March 2026

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2025/26 R'000	2024/25 R'000
World Association of Investment Promotion Agencies (WAIPA) and International Labour Organization	Travel sponsorship to attend Training Course	51	-
World Bank - International Committee on Credit Reporting (ICCR).	Travel sponsorship to attend International Committee on Credit Reporting	21	-
World Organisation for Animal Health (WOAH)	Registration Fees sponsorship - Global Conference on Biological Threat Reduction that was held in Geneva,	4	-
Total Sponsorship		**2 912**	**3 726**
Total		**2 994**	**3 726**
TOTAL GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED		**2 994**	**3 726**

ANNEXURE 1G

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

Nature of gift, donation or sponsorship	2025/26	2024/25
	R'000	R'000
Made in kind		
Gifts		
Miscellaneous (e.g. hospitality gifts, service excellence)	48	28
Subtotal	**48**	**28**
TOTAL GIFTS, DONATIONS AND SPONSORSHIPS MADE IN KIND	**48**	**28**

ANNEXURES for the year ended 31 March 2026

ANNEXURE 2A

STATEMENT OF INVESTMENTS IN AND AMOUNTS OWING BY/TO NATIONAL/PROVINCIAL PUBLIC ENTITIES

Name of public entity	State Entities PFMA Schedule type (state year end if not 31 March)	% Held 2025/26	% Held 2024/25	Number of shares held		Cost of investments		Net asset value of investments		Profit/(Loss) for the year		Losses guaranteed
						R'000		R'000		R'000		
				2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	Yes/No
National / Provincial Public entity												
Industrial Development Corporation of SA	Schedule 2	100	100	1 392 969 357	1 392 969 357	1 392 969	1 392 969	102 464 000	97 273 000	(3 258 000)	(1 207 000)	No
TOTAL				**1 392 969 357**	**1 392 969 357**	**1 392 969**	**1 392 969**	**102 464 000**	**97 273 000**	**(3 258 000)**	**(1 207 000)**	

ANNEXURE 2B

STATEMENT OF INVESTMENTS IN AND AMOUNTS OWING BY/TO ENTITIES (CONTINUED)

Name of entity	Nature of business	Cost of investments		Net Asset value of investments		Amounts owing to entities		Amounts owing by entities	
		R'000		R'000		R'000		R'000	
		2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Controlled entities									
Industrial Development Corporation of SA	Contribution to growth industrial development and economic empowerment through its financial activities	1 392 969	1 392 969	102 464 000	97 273 000	-	-	-	-
TOTAL		**1 392 969**	**1 392 969**	**102 464 000**	**97 273 000**	**-**	**-**	**-**	**-**

ANNEXURES for the year ended 31 March 2026

ANNEXURE 3A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2026 - FOREIGN

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2025	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced during the year	Revaluation due to foreign currency movements	Closing balance 31 March 2026	Revaluations due to inflation rate movements	Accrued guaranteed interest for year ended 31 March 2026
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
KFW	IDC	602 269	139 037	-	6 628	(1 697)	130 712	-	-
	Subtotal	602 269	139 037	-	6 628	(1 697)	130 712	-	-
	Total	**602 269**	**139 037**	**-**	**6 628**	**(1 697)**	**130 712**	**-**	**-**

ANNEXURE 3B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2026

NATURE OF LIABILITY	Opening balance 1 April 2025	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing balance 31 March 2026
	R'000	R'000	R'000	R'000	R'000
Claims against the Department					
Automotive Incentive Scheme (AIS)	2 041 946	2 627 848	2 636 337	-	2 033 457
Business Process Services (BPS)	914 962	-	679 100	-	235 862
Film and Television Production	984 756	74 304	773 082	-	285 978
Critical Infrastructure Programme (CIP)	680 755	239 986	349 207	-	571 534
Capital Project Feasibility Programme (CPFP)	36 484	-	22 487	-	13 997
Manufacturing Support Programme	82 677	243 817	34 653	-	291 841
Aquaculture Development Enhancement Program (ADEP)	41 593	1 006	25 283	-	17 316
Support Programme for Industrial Innovation (SPII)	105 380	19 804	17 959	-	107 225
Black Industrialist Scheme (BIS)	1 297 763	23 917	306 063	-	1 015 617
Technology and Human Resources for Industry Programme (THRIP)	268 498	-	48 767	-	219 731
Aggro Processing Support Scheme (APSS)	138 131	81 057	56 201	-	162 987
Special Economic Zones	1 611 689	2 454 092	920 847	-	3 144 934
Enterprise Investment Programme (EIP)	-	1 253	1 253	-	-
Rainprop	6 516	382 181	383 575	-	5 122

ANNEXURES for the year ended 31 March 2026

NATURE OF LIABILITY	Opening balance 1 April 2025	Liabilities incurred during the year	Liabilities paid/ cancelled/ reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing balance 31 March 2026
	R'000	R'000	R'000	R'000	R'000
Mellow shark	3 128	-	-	-	3 128
Keolebogile Consortium	105	-	105	-	-
V Rabie	137	-	137	-	-
Maroga JT	1 551	-	1 551	-	-
Aphane	77	-	77	-	-
DoE&L	-	388	388	-	-
Aquavision	11 204	-	11 204	-	-
IB: Heartlines Centre	4 559	-	4 559	-	-
L Maqeakoane	1 044	-	1 044	-	-
Frey's Food	14 000	-	-	-	14 000
TOTAL	**8 246 955**	**6 149 653**	**6 273 879**	**-**	**8 122 729**

ANNEXURE 4

CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	31/03/2026	31/03/2025	31/03/2026	31/03/2025	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
DepartmentS								
Department of Small Business Development	-	-	17	20	17	20		-
Government Employee Pension Fund	-	-	-	2	-	2		
National Treasury	-	521	-	-	-	521		-
Gauteng: Department of Human Settlement	-	-	130	-	130	-		
Subtotal	**-**	**521**	**147**	**22**	**147**	**543**		**-**
OTHER GOVERNMENT ENTITIES								
Companies Tribunal	-	-	1	4	1	4		
International Trade Administration Commission	-	3	2	-	2	3		
The Competition Commission	2	1	-	-	2	1		
National Regulatory for Compulsory Specifications	15 401	15 401	-	-	15 401	15 401		
The Competition Tribunal	-	1	1	-	1	1		
Subtotal	**15 403**	**15 406**	**4**	**4**	**15 407**	**15 410**		
Total	**15 403**	**15 927**	**151**	**26**	**15 554**	**15 953**		

ANNEXURES for the year ended 31 March 2026

ANNEXURE 5

INTER-GOVERNMENTAL CONTINGENT LIABILITIES, PROVISIONS, ACCRUALS, PAYABLES NOT RECOGNISED AND EMPLOYEE BENEFITS

GOVERNMENT ENTITY	Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	Payment date up to six (6) working days before year end	Amount
	R'000	R'000		R'000
DepartmentS	-	-		
Contingent liabilities	-	-		
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Subtotal	**-**	**-**		
Provisions				
	-	-	-	-
	-	-	-	-
	-	-	-	-
Subtotal	**-**	**-**		-
Accruals				
Department of Justice	1 535	-	-	-

GOVERNMENT ENTITY	Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	Payment date up to six (6) working days before year end	Amount
	R'000	R'000		R'000
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Subtotal	**1 535**	**-**		-
Payables not recognized				
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Subtotal	**-**	**-**		-
Employee benefits	-	-		
	-	-	-	-
	-	-	-	-
	-	-	-	-

ANNEXURES for the year ended 31 March 2026

GOVERNMENT ENTITY	Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	Payment date up to six (6) working days before year end	Amount
	R'000	R'000		R'000
	-	-	-	-
	-	-	-	-
Subtotal	**-**	**-**		-
Total Departments	**1 535**	**-**		-
Contingent liabilities	-	-		
Provisions	-	-		
Accruals	1 535	-		
Payables not recognised	-	-		
Employee benefits	-	-		
OTHER GOVERNMENT ENTITIES				
Contingent liabilities				
	-	-		
	-	-		
	-	-		
	-	-		

GOVERNMENT ENTITY	Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	Payment date up to six (6) working days before year end	Amount
	R'000	R'000		R'000
	-	-		
Provisions				
	-	-		
	-	-		
	-	-		
	-	-		
	-	-		
Subtotal	**-**	**-**		
Accruals				
State Information Technology Agency	35	657		
South African Revenue Services	-	47		
Government Technical Advisory Centre	1 335	2 227		
Industrial Development Corporation	617	-		
	-	-		
	-	-		
	-	-		
	-	-		

ANNEXURES for the year ended 31 March 2026

GOVERNMENT ENTITY	Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	Payment date up to six (6) working days before year end	Amount
	R'000	R'000		R'000
Subtotal	1 987	2 931		
Payables not recognised				
	-	-		
	-	-		
	-	-		
	-	-		
	-	-		
Subtotal	-	-		
Employee benefits				
	-	-		
	-	-		
	-	-		
	-	-		
	-	-		
	-	-		
Subtotal	-	-		

GOVERNMENT ENTITY	Total		Cash in transit at year end 2025/26*	
	31/03/2026	31/03/2025	Payment date up to six (6) working days before year end	Amount
	R'000	R'000		R'000
Total Other Government Entities	**1 987**	**2 931**		
Contingent liabilities	-	-		
Provisions	-	-		
Accruals	1 987	2 931		
Payables not recognised	-	-		
Employee benefits	-	-		

TOTAL INTERGOVERNMENTAL CONTINGENT LIABILITIES, PROVISIONS, ACCRUALS, PAYABLES NOT RECOGNISED AND EMPLOYEE BENEFITS	**3 522**	**2 931**

ANNEXURES for the year ended 31 March 2026

ANNEXURE 6A

INTER-ENTITY ADVANCES PAID (Note 12)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2026	31/03/2025	31/03/2026	31/03/2025	31/03/2026	31/03/2025
	R'000	R'000	R'000	R'000	R'000	R'000
NATIONAL DepartmentS						
Department of International Relations and Co-operation	-	-	9 316	6 799	9 316	6 799
Subtotal	**-**	**-**	**9 316**	**6 799**	**9 316**	**6 799**
PUBLIC ENTITIES						
Development Bank of South Africa	-	-	4 496	6 214	4 496	6 214
Subtotal	**-**	**-**	**4 496**	**6 214**	**4 496**	**6 214**
OTHER INSTITUTIONS						
National School of Government	-	-	2 574	1 334	2 574	1 334
Subtotal	**-**	**-**	**2 574**	**1 334**	**2 574**	**1 334**
TOTAL	**-**	**-**	**16 386**	**14 347**	**16 386**	**14 347**

ANNEXURE 7

NATURAL DISASTER OR RELIEF EXPENDITURE

Per quarter and in total

Expenditure per economic classification	2025/26					2024/25
	Q1	Q2	Q3	Q4	TOTAL	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	-	-	-	-	-	-
Goods services	-	-	-	-	-	-
Medical LAB	-	-	-	-	-	3
Contracts: Medical services	-	-	-	-	-	-
TOTAL NATURAL DISASTER OR RELIEF EXPENDITURE	-	-	-	-	-	3

ANNEXURES for the year ended 31 March 2026

ANNEXURE 8

ANALYSIS OF PREPAYMENTS AND ADVANCES (NOTES 3.2.1 AND 12)

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
Nedbank (American Express)	Private and Public Sector	Travel bookings	Goods and services	6 000	32 514	(32 514)	-	6 000	Facilitation of travel bookings on behalf of the Department
Soma Initiative	Private	Caption fees	Goods and services	-	53	(53)	-	-	An upfront payment was required before service was rendered
Association of Certified Fraud Examiners	Private	Membership	Goods and services	-	19	(19)	-	-	An upfront payment was required before service was rendered
The SA Council for Quantity Surveyors	Private	Membership	Goods and services	-	2	(2)	-	-	An upfront payment was required before service was rendered
The Association of South African Quality Surveyors	Private	Membership	Goods and services	-	3	(3)	-	-	An upfront payment was required before service was rendered

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
The Ethics Institute	Private	Membership	Goods and services	-	8	(8)	-	-	An upfront payment was required before service was rendered
The Ethics Institute	Private	Virtual Conference	Goods and services	-	3	(3)	-	-	An upfront payment was required before conference attendance
The Institute of Internal Auditors	Private	Membership	Goods and services	-	76	(76)	-	-	An upfront payment was required before service was rendered
Professional Evaluation and Certificate Board	Private	Membership	Goods and services	-	2	(2)	-	-	An upfront payment was required before service was rendered
Parliamentary Monitoring	Private	Subscription	Goods and services	-	15	(15)	-	-	An upfront payment was required before service was rendered
Who owns Whom	Private	Subscription	Goods and services	-	449	(449)	-	-	An upfront payment was required before service was rendered
CIPS Southern Africa	Private	Membership	Goods and services	-	1	(1)	-	-	An upfront payment was required before service was rendered

ANNEXURES for the year ended 31 March 2026

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
The Institute of Directors South Africa	Private	Membership	Goods and services	-	4	(4)	-	-	An upfront payment was required before service was rendered
SABINET	Private	Subscription	Goods and services	-	188	(188)	-	-	An upfront payment was required before service was rendered
Boardwalk Casino and Fish River	Private	Accommodation	Goods and services	-	7 175	(7 175)	-	-	An upfront payment was required before service was rendered
Town Lodge Gqeberha	Private	Accommodation	Goods and services	-	129	(129)	-	-	An upfront payment was required before service was rendered
State Information Technology Agency	Public	Conference	Goods and services	-	90	(90)	-	-	An upfront payment was required before service was rendered
University of Pretoria	Private	Conference	Goods and services	-	12	(12)	-	-	An upfront payment was required before service was rendered
Jabulani Jewellery	Private	Gifts	Goods and services	-	95	(95)	-	-	An upfront payment was required before service was rendered

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
BPESA NPC	Private	Conference	Goods and services	-	495	(495)	-	-	An upfront payment was required before service was rendered
Maverick Media Services	Private	Subscription	Goods and services	-	302	(302)	-	-	An upfront payment was required before service was rendered
Peermont Global	Private	Conference	Goods and services	-	5 058	(5 058)	-	-	An upfront payment was required before service was rendered
Nuclear Energy Corporation	Private	Rental	Goods and services	-	19	(19)	-	-	An upfront payment was required before service was rendered
South African Post Office	Private	Subscription	Goods and services	-	6	(6)	-	-	An upfront payment was required before service was rendered
Universal Knowledge Software	Private	Software Licences	Goods and services	-	72	(72)	-	-	An upfront payment was required before service was rendered
Surtech Solutions RSA (Pty) Ltd	Private	Software Licences	Goods and services	-	152	(152)	-	-	An upfront payment was required before service was rendered

ANNEXURES for the year ended 31 March 2026

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
Wolters Kluwer Tax and Accounting	Private	Software Licences	Goods and services	-	230	(230)	-	-	An upfront payment was required before service was rendered
Quantec	Private	Subscription	Goods and services	-	374	(374)	-	-	An upfront payment was required before service was rendered
Mirror Business Solutions	Private	Software Licences	Goods and services	-	98	(98)	-	-	An upfront payment was required before service was rendered
Ekwantu	Private	Software Licences	Goods and services	-	2 732	(2 732)	-	-	An upfront payment was required before service was rendered
FlowCentric Resourcing	Private	Subscription	Goods and services	-	371	(371)	-	-	An upfront payment was required before service was rendered
Robert Edwin Conference	Private	Conference	Goods and services	-	22	(22)	-	-	An upfront payment was required before service was rendered
The South African Institute of Chartered Accountants	Private	Membership	Goods and services	-	9	(9)	-	-	An upfront payment was required before service was rendered

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
Cape Town International Convention Centre	Private	Catering	Goods and services	-	13	(13)	-	-	An upfront payment was required before service was rendered
Mount Grace	Private	Conference	Goods and services	-	275	(275)	-	-	An upfront payment was required before service was rendered
Southern African Institute of Government Auditors	Private	Membership	Goods and services	-	9	(9)	-	-	An upfront payment was required before service was rendered
Jane & Paul	Private	Furniture	Goods and services	-	13	(13)	-	-	An upfront payment was required before service was rendered
Africana Real Estate	Private	Rental advance	Goods and services	-	424	(363)	-	61	An upfront rental advance payment (Addis Ababa) was required by Landlord
Jortform	Private	Software licences, Maintenance and Support	Goods and services	-	244	(244)	-	-	An upfront payment was required before service was rendered

ANNEXURES for the year ended 31 March 2026

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
Financial Times	Private	Subscription	Goods and services	-	419	(419)	-	-	An upfront payment was required before service was rendered
Ulubek Cameroon SARL	Private	Accommodation	Goods and services	-	190	-	-	190	An upfront payment was required before service was rendered
Speccom	Private	Software licences	Goods and services	-	1 120	(1 120)	-	-	An upfront payment was required before service was rendered
South African Oil & Gas Alliance	Private	Conference	Goods and services	-	18	(18)	-	-	An upfront payment was required before service was rendered
Axiz	Private	Software licences	Goods and services	-	1 545	(1 545)	-	-	An upfront payment was required before service was rendered
Altron Security	Private	Software licences	Goods and services	-	1 875	(1 875)	-	-	An upfront payment was required before service was rendered
Faranani DocTec (Pty) Ltd	Private	Software licences, Maintenance and Support	Goods and services	-	4 998	(4 998)	-	-	An upfront payment was required before service was rendered

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
Reportstar Technologies	Private	Software licences, Maintenance and Support	Goods and services	-	2 704	(2 704)	-	-	An upfront payment was required before service was rendered
Icon Information Systems	Private	Software licences	Goods and Services	-	302	(302)	-	-	Upfront payment was required before service was rendered
EMIA	Private	Space rental	Goods and services	-	24 342	(20 263)	-	4 079	Upfront payment required to secure space to build stands for SA Exhibitors, payments are normally done 4 to 5 months before the event.
Microsoft	Private	Software licences	Goods and services	9 236	13 481	(9 236)	-	13 481	An upfront payment was required before service was rendered
Sub total				**15 236**	**102 750**	**(94 175)**	**-**	**23 811**	

ANNEXURES for the year ended 31 March 2026

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Balance outstanding as at 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add / (Less): Other	Balance outstanding as at 31 March 2026	Reason for prepayment or advance and for it remaining outstanding at year end (more details can be provided in the narrative blocks where necessary)
				R'000	R'000	R'000	R'000	R'000	R'000
Advances									
DIRCO	Foreign mission offices	Foreign mission offices	Goods and services	6 799	94 423	(91 906)	-	9 316	Advance to Dirco relating to Foreign Mission Offices
National School of Government	Public sector	Training	Goods and services	1 334	2 209	(969)	-	2 574	Advance payment to NSG for training of employees
Development Bank of South Africa	Public entity	Industrial parks	Other	6 214	10 039	(11 757)	-	4 496	Advance for Industrial parks
Travel and Subsistence	Public sector	S&T advances	Goods and services	71	2 153	(2 107)	-	117	Normal Travel and Subsistence advances relating to officials
Staff Salary Advances	Public sector	Staff salary advances	Other	63	453	(462)	-	54	Salary advances for employees
TOTAL ADVANCES				**14 481**	**109 277**	**(107 202)**	**-**	**16 557**	
TOTAL PREPAYMENTS AND ADVANCES				**29 717**	**212 027**	**(201 377)**	**-**	**40 368**	

PART G

Foreign Economic Offices



EAST AFRICA AND SADC		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Addis Ababa SA Embassy, Higher 23, Kebele 10, House No 1885, Addis Ababa, ETHIOPIA **Postal address:** P O Box 1091, Addis Ababa, ETHIOPIA **+1 HOUR**	Vacant: Counsellor (Economic) Vacant: Marketing Officer	T 00251 11 371 1002 M 00251 922 73 9017 F 00251 11 371 3035
Harare SA High Commission, 7 Elcombe Road, Belgravia, Harare, ZIMBABWE **Postal Address:** P O Box A1654 Avondale, Harare, ZIMBABWE **0 HOUR**	Vacant: Counsellor (Economic) Mr Keith Goto: Marketing Officer Vacant: Secretary	T 00263 4 251 849 00263 4 251 853 00263 772 135 344 (Keith) F 00263 4 753 185 00263 4 749 657 E trade@saembassy.co.zw trademarketing@saembassy.co.zw
Kampala SA High Commission, 15A Nakasero Road, Kampala, UGANDA **Postal Address:** P O Box 22667 KAMPALA **+1 HOUR**	Vacant: Counsellor (Economic) Vacant: Marketing Officer	T 00256 41 770 2100 F 00256 41 434 8216

EAST AFRICA AND SADC		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Kinshasa SA Embassy, 77 Avenue Ngongo Lutete, Gombe, Kinshasa, DEMOCRATIC REPUBLIC OF THE CONGO (DRC) **Postal address** Boite Postale 7829, Kinshasa 1, DRC **-1 HOUR**	Vacant: Counsellor (Economic) Vacant: Marketing Officer Mr Victor M Mulenda: Driver	T 00243 81 556 6598 M 00243 82 850 2631 (Vanessa) E KasongoV@dirco.gov.za
Luanda SA Embassy, Condominio Ouro Verde II, Premio Dubai Road, Municipio da Samba Sector ZRGA, Talatona, Luanda, ANGOLA **-1 HOUR**	Vacant: Counsellor (Economic) Mr Antonio Coutinho Dos Santos: Marketing Officer Vacant: Driver	T 00244 22 33 9126 M 00244 93 778 2753 (Antonio) F 00244 222 39 8730 E coutinhosantossaembassy@gmail.com
Maputo SA High Commission Avenida Eduardo Mondlane 41 Caixa Postal 1120 Maputo, MOZAMBIQUE	Vacant: Counsellor (Economic) Vacant: Marketing Officer Vacant: Secretary	T 00258 21 243000 x 52262 F 00258 21 488896 E saeconomic@tropical.co.mz satrade@tropical.co.mz saeconomic.mail@tropical.co.mz
Nairobi SA High Commission, 5th Floor Roshmaer Building, Lenana Road, Kilimani, Nairobi, KENYA **Postal Address:** P O Box 42441, Nairobi, KENYA. **+1 HOUR**	Vacant: Counsellor (Economic) Vacant: Marketing Officer Ms Verydiana Selebwa: Secretary	T 00254 20 282 7000/7218 Direct M 00254 71 460 6812 F 00254 20 282 7219/7236

EAST AFRICA AND SADC		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Juba SA Embassy, House 873 Southern Block K-3-K South Tongping Area Juba South Sudan	Vacant: Counsellor (Economics)	T 27 211 922 000 440 and 27 211 920 157 965 M 00211 923 00 4783

WEST AFRICA & MIDDLE EAST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Abuja South African High Commission 371 Diplomatic Drive Central Business District Abuja Nigeria **- 1 HOUR**	Vacant: Counsellor (Economic) Mr Abdul-Muizz Momodu: Marketing Officer	T 00234 9 782 2852 00234 70 3408 9962 (Abdul) F 00234 9 413 3829 E muizzmomodu@gmail.com
Accra SA High Commission 10 Klotey Crescent North Labone Accra, GHANA **Postal Address** P O Box 298, Trade Fair, Accra, GHANA **-2 HOURS**	Vacant: Counsellor (Economic) Mr Stephen Nii Kotey: Marketing Officer	T 00233 302 740465 M 00233 249 113 750 (Stephen) F 00233 302 764460 E kotey@dirco.gov.za

WEST AFRICA & MIDDLE EAST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Cairo SA Embassy, Building 11, Intersection Road 200 & 203, Digla-Maadi, Cairo, EGYPT **+1 HOUR** ***Working week is from Sunday - Thursday***	Vacant: Consellor (Economic) Ms Abeer Aboul Enein: Marketing Officer Vacant: Secretary	T 00 202 253 53028/000 M 00 201 005 451 399 (Abeer) F 00 202 2521 3261 E essaemb@idsc.net.eg
Algiers SA Embassy, 21 Rue du Stade, Hydra, Algiers 16000, Algeria **+2 HOURS**	Vacant: Counsellor (Economic)	T 00213 2148 4418 M 00213 7708 7006 F 00213 2148 4419
Dakar SA Embassy, Mermoz Sud, Lotissement Ecole de Police. Lot no. 5 Dakar, Senegal **Postal Address:** BP 21010, Dakar-Ponty, Dakar Senegal no. 5, Dakar, Senegal **-2 HOURS**	Vacant: Counsellor (Economic) Vacant: Marketing Officer Ms Rokhaya Diop: Trade Secretary	T 00221 22 864 7363 (Karabo) 00221 33 864 6055 (Rokhaya) M 00221 77 819 6113 (Karabo) 00221 78 526 6760 (Rokhaya) F 00221 33 824 2125 E tradesa@orange.sn W www.saesenegal.info

WEST AFRICA & MIDDLE EAST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Dubai South African Consulate, Khalid Bin Waleed Street, Al Karama, Bur Dubai, UNITED ARAB EMIRATES Postal Address P O Box 34800, Dubai, UNITED ARAB EMIRATES **+2 HOURS** ***Working week is from Sunday - Thursday***	Vacant: Consul (Economic) Vacant: Marketing Officer Vacant: Trade Assistant	T 00971 4 370 9901 (Direct) 00971 4 397 5222 (Switchboard) F 00971 4 397 9602 E tradeassistant@thedti.ae
Riyadh South African Embassy, 150 King Kalid Street, Um Al-Hammam District East, Riyadh, SAUDI ARABIA **Postal Address:** P O Box 94006 Riyadh 11693 **+1 HOURS** ***Working week is from Saturday - Wednesday***	Vacant: Counsellor(Economic) Vacant: Marketing Officer	T 00 966 1 442 9716 M 00 966 5 5882 6556 F 00 966 1 442 9708

WEST AFRICA & MIDDLE EAST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Tehran SA Embassy, No 5 Yekta St, Bagh-e-Ferdows, Valise Ave, Tajrish Sq, Tehran, ISLAMIC REPUBLIC OF IRAN **Postal Address**: P O Box 11365-7476, Tehran, Iran **+2½ HOURS** ***Working week is from Sunday - Thursday***	Vacant: Counsellor (Economic) Mr Fariborz Farzaneh: Marketing Officer Vacant: Secretary	T 0098 21 2270 2866 Ext 302 M 0098 912 823 8405 F 0098 21 2271 6192 E ffarzaneh@satrade.ir

ASIA EAST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Beijing South African Embassy, 5 Dongzhimenwai Dajie, Sanlitun, Chaoyang District, Beijing, PEOPLE'S REPUBLIC OF CHINA Postal Address: **+6 HOURS**	Vacant: Minister (Economic) Vacant: Marketing Officer Vacant: Secretary Driver: Mr H Wen	T 0086 10 853 20000 F 0086 10 6532 0182
Seoul SA Embassy, 104 Dokseodang, Hannam-dong, Yongsan - ku, Seoul, SOUTH KOREA **+7 HOURS**	Vacant: Counsellor (Economic) Mr Kwangsu Jin: Marketing Officer Mr Sung-Wan Im: Trade Secretary	T 0082 2 795 0948 0082 10 3467 9668 (Kwangsu) 0082 10 4125 2856 (Sungwan) F 0082 2 795 0949 E satrade@korea.com and ksjin@southafrica-embassy.or.kr

ASIA EAST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Shanghai South African Consulate-General 222 Yan An Road East 27th Floor, Room 2705/6 Shanghai, PEOPLE'S REPUBLIC OF CHINA **+6 HOURS**	Vacant: Consul (Economic) Vacant: Marketing Officer (x103) Driver: Richard Shao	T 0086 21 5359 4977 F 0086 21 6335 2820 E 13816778882@163.com dtishanghai@rsaconsulate.com
Tokyo SA Embassy, 4th Floor Hanzomon First Building,1-4 Kojimachi, Chiyoda-ku, Tokyo 102-0083, JAPAN Postal Address: **+7 HOURS**	Vacant: Counsellor (Economic) Ms Tomoko Yamaguchi: Marketing Officer Vacant: Marketing Officer Vacant: Administrative Officer	T 0081 3 3265 2123 (Tomoko) F 0081 3 3261 6445 E yamaguchi@sajapan.org

ASIA WEST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Bangkok (also: Vietnam, Cambodia, Myanmar and Laos) SA Embassy, 12th A Floor, M-Thai Tower, All Seasons Place, 87 Wireless Road, Pathumwan, Bangkok 10330, THAILAND **+5 HOURS**	Vacant: Marketing Officer Mr Kanapich Nildamon: Driver	T 0066 2 659 2900 0066 2 659 2906 (Direct) M 0066 81 808 5400 F 0066 2 250 1065

ASIA WEST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Canberra (also: New Zealand) SA High Commission, Rhodes Place, State Circle, Yarralumla, Canberra, A.C.T 2600, AUSTRALIA **+8 HOURS**	Mr Syed M H Jaffry: Marketing Officer Kala Govind: Trade Assistant	T 0061 2 6272 7300 (Switchboard) 0061 2 6272 7328 (Direct) M 0061 416 197 460 F 0061 2 6273 4995 E samarket@optusnet.com.au satrade@optusnet.com.au
Jakarta SA Embassy, 7th floor, Wisma GKBI, Site 705, JL Jend. Sudiman No 28 Jakarta 10210, INDONESIA **+5 HOURS**	Vacant: Marketing Officer	T 0062 21 574 0660 M 0062 861 137 7339 F 0062 21 572 2206 0062 21 574 0661/0655
Kuala Lumpur (also: Philippines and Brunei) South African High Commission Suite 22-01, Level 22, Menara HLA, No 3 Jalan Kia Peng, 50450 Kuala Lumpur, MALAYSIA **+6 HOURS**	Ms Chang Hou Yea: Marketing Officer	T 0060 3 2170 2400 Ext 32423 M 0060 12 312 2512 F 0060 3 2168 8591 E CHouYea@thedtic.gov.za changh@sahckl.net

ASIA WEST REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Mumbai SA Consulate General, Urmi Estate 9th Floor, Tower A 95 Ganpatrao Kadam Marg, Lower Parel (W) Mumbai 400013, INDIA **+3½ HOURS**	Vacant: Consul (Economic) Mr Rajan Kumar: Marketing Officer Mr Ravi Ramaiah: Driver	T 0091 22 2495 5436 (Rajan) M 0091 998 7345 599 (Rajan) 0091 998 7590 967 (Ravi) F 0091 22 2352 1158 E rajan@dtimumbai.com RKumar@thedtic.gov.za
New Delhi South African High Commission, B-18 Vasant Marg, Vasant Vihar, New Delhi - 110045, INDIA Postal Address: **+3½ HOURS**	Vacant: Minister Counsellor (Economic) Vacant: Marketing Officer Mr Ravi Issar: Marketing Officer Ms Sonu Batra: Secretary	T 0091 11 2614 8606 M 0091 98 1817 5507 (Ravi) F 0091 11 2614 3605 E rissar@thedtic.gov.za SBatra@thedtic.gov.za
Singapore SA High Commission, 15 Floor, Odeon Towers, 331 North Bridge Road, SINGAPORE 188720 Postal Address: **+6 HOURS**	Vacant: Marketing Officer Vacant: Trade Secretary	T 0065 6 339 3319 F 0065 6339 6658

EUROPE 1 REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Brussels (also: Luxembourg) SA Embassy to Belgium and Luxembourg and the SA Mission to the EU, Rue Montoyer 17-19 (B-1000), 1040 Brussels, BELGIUM Postal Address: **-1 HOUR**	Vacant: Minister (Economic) Mr Julian Van Hille: Marketing Officer Vacant: Marketing Officer Vacant: Secretary	T 0032 2 285 4400 (Julian) 0032 2 285 4441 (Marcia) M 0032 473 864 436 (Julian) 0032 487 478 287 (Marcia) F 0032 250 201 24 E jvanhille@thedti.be
London SA High Commission, South Africa House, Trafalgar Square, London WC2N 5DP, UNITED KINGDOM Postal Address: **-2 HOURS**	Vacant: Minister (Economic) Mr Jacob Mothopeng: Marketing Officer Vacant: Marketing Officer Vacant: Secretary	T 0044 20 7451 7243/7248/7251 M 0044 77 1448 7143 F 0044 20 7839 0634 E Mothopengj@dirco.gov.za W www.southafricahouse.com

EUROPE 1 REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Moscow (also: Belarus, Ukraine, Georgia, Armenia and Kazakhstan) South African Embassy, Granatny Per1, Building 9, Moscow 123001, RUSSIA Postal Address: **+1 HOUR**	 Vacant Minister (Economic) Vacant Marketing Officer Ms Irina Cheburkova DIRCO Secretary	 T 007 495 926 1177 M 007 985 182 8765 E tradesa@econsa.ru irina.thedti@gmail.com W www.econsa.ru
Stockholm (also: Denmark, Norway, Finland, Iceland and Baltic States) SA Embassy, Flemmeggatan 20, S – 112 26 Stockholm, SWEDEN **-1 HOUR**	Vacant: Marketing Officer Ms Alyce Frisk	T 0046 8 783 7743 (Trade) 0046 8 243950 (Switchboard) F 0046 8 660 2837 W www.southafrica.se
The Hague SA Embassy, Wassenaarseweg 40, 2596 CJ The Hague, THE NETHERLANDS **-1 HOUR**	Vacant: Marketing Officer	T 0031 70 3924501 M 0031 614600714

EUROPE 2 REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Berlin SA Embassy, Economic Section, Tiergartenstrasse 18, 10785 Berlin, GERMANY **-1 HOUR**	Vacant: Consul (Economic) Vacant: Marketing Officer	T 0049 30 22073152 M 0049 17 2906 4917 F 0049 30 22073207
Berne South African Embassy, Alpenstrasse 29, 3006 Berne, SWITZERLAND **Postal Address** Postfach, 3000 Berne 6, SWITZERLAND **-1 HOUR**	Vacant: Marketing Officer	T 0041 31 350 1313 M 0041 79 822 8371 F 0041 31 368 1750
Madrid (also: Portugal) SA Embassy, Calle Claudio Coello 91, 6th Floor, Madrid, 28006, SPAIN -**1 HOUR**	Ms Alicia Segura: Marketing Officer Vacant: Assistant: Trade Section	T 0034 91 436 3780 (Switchboard) 0034 91 436 3781 (Alicia) M 0034 60 765 0952 (Alicia) F 0034 91 575 5369 E econ@sudafrica.com
Munich SA Consulate-General, Sendlinger-Tor-Platz 5, 80336 Munich, GERMANY **-1 HOUR**	Vacant: Consul (Economic) Marc Müller-Kirsch: Marketing Officer Vacant: Trade Secretary	T 0049 89 2311 6352 s M 0049 17 5864 4571 (Marc) F 0049 89 2311 6350 E mueller@suedafrika.org

EUROPE 2 REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Ankara SA Embassy, Filistin Sokak No 27, Gaziosmanpasa, Ankara 06700, TURKEY **-1 HOUR**	Ms Sultan Onacak: Marketing Officer	T 0090 312 405 6863 M 0090 535 105 3169 (Sultan) F 0090 312 446 6434 E OnacakS@dirco.gov.za www.southafrica.org.tr
Paris SA Embassy, 59 Quai d'Orsay, 75343 Paris, FRANCE **-1 HOUR**	Vacant: Counsellor (Economic) Mr Mustapha Adams: Marketing Officer	T 0033 1 5359 2323 M 0033 6 1820 0114 F 0033 1 4555 4867 E mustapha.adams@orange.fr
Vienna SA Embassy, Sandgasse 33, A-1190 Vienna, AUSTRIA **-1 HOUR**	Ms Andrijana Ruzic: Marketing Officer	T 0043 1 320 649333 M 0043 676 500 7741 E vienna.trade@dirco.gov.za ruzic-terglava@dirco.gov.za

AMERICAS REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Buenos Aires (Also: other Latin American Countries except Brazil) SA Embassy, Marcelo T de Alvear 590, 8th Floor Capital Federal, 1058 Buenos Aires, ARGENTINA Postal Address: **-5 HOURS**	Ms Florencia Achcar: Marketing Officer	T 0054 11 43172900 0054 11 43172923 (Direct) M 0054 911 4171 5685 F 0054 11 4311 8991 E achcarf@dirco.gov.za W www.sudafrica.org.ar
41. New York SA Consulate-General, 333 East 38th Street, 9th Floor, New York, NY 10016, USA **-7/8 HOURS**	Mr Jeffrey Govan: Marketing Officer Ms Bing Alo-Villareal: Marketing Officer Myrna x2427 Sandra x2494	T 001 212 692 2428/27 M 001 917 496 5007 (Jeff) 001 917 496 5006 (Bing) F 001 212 856 1576 E govanj@dirco.gov.za alo-villarealb@dirco.gov.za
Sao Paulo SA Consulate-General, Avenida Paulista 1754, 17th Floor, 01310-920, Sâo Paulo, SP, BRAZIL Postal Address **-5 HOURS**	Vacant: Consul (Economic) Mr Mark T Rabbitts: Marketing Officer	T 005511 3288 3742 M 0055 11 97140 7741 (Mark) E satrade@terra.com.br

AMERICAS REGION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Toronto South African Consulate General Toronto, 110 Sheppard Avenue East, Suite 600, Toronto, Ontario, CANADA M2N 6Y8 **-6/7 HOURS**	Vacant: Marketing Officer Vacant: Trade Secretary	T 001 416 944 8825 (Switchboard) 001 416 730 7284 (Sybil) F 001 416 944 0925 E millers@dirco.gov.za
Washington SA Embassy, 3051 Massachusetts Avenue, NW Washington, DC 20008, USA **-6/7 HOURS**	Vacant: Minister (Economic) Ms Jennifer Cheong: Marketing Officer Vacant: Secretary	T 001 202 274 7973 (Malose) 001 202 274 7975 (Jennifer) M 001 202 271 7743 (Malose) 001 202 679 7132 (Jennifer) F 001 202 966 5919 E jcheong@saembassy.org

INTERNATIONAL TRADE AND ECONOMIC DEVELOPMENT DIVISION		
Mission	**Economic Office Staff**	**Telephone / Facsimile / e-mail**
Geneva South African Permanent Mission to the WTO Rue Pré-de-la-Bichette 1 1202 Geneva, SWITZERLAND Postal Address: **-1 HOUR**	*Dr Mzukisi Qobo: Ambassador to WTO (Economic) Mr Tshifhiwa Mahosi: Counsellor (Economic) Mr Marumo Nkomo: Counsellor (Economic) Ms Kekeletso Mashigo: Counsellor (Economic) Ms Samantha Muller: Secretary Mr Federico Tolentino: Driver Jeniffer Macheso: Administrative Officer	T 0041 22 849 5401 (Mzukisi) 0041 22 849 5405 (Marumo) 0041 22 849 5450 (Tshifhiwa) M 0041 79 786 6024 (Mzukisi) 0041 79 812 5339 (Marumo) 0041 79 273 4124 (Tshifhiwa) 0041 79 291 30 18 (Jeniffer) F 0041 22 735 7365 E mzukisi.qobo@sawtomission.com marumo.nkomo@sawtomission.com tshifhiwa.mahosi@sawtomission.com kekeletso.mashigo@sawtomission.com jeniffer.macheso@wtomission.com

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Annual Report 2025/26

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Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

A NATION THAT WORKS FOR ALL

2030 NDP