

# Presentation to the Portfolio Committee on Trade, Industry & Competition

26 November 2024

## Revised 2024/25 dtic Annual Performance Plan (APP)

*“Planting seeds for a durable exit from the low-growth trap”*



the dtic

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REPUBLIC OF SOUTH AFRICA

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# What are we responding to?



## State of the economy: South Africa faces significant challenges

### Global

1. Growing geo-political tension and protectionism in key export markets
2. Trade wars create conditions conducive to dumping, with exporters from those countries targeting alternative markets to offload their goods and therefore placing additional pressure on small open economies like South Africa
3. Demand for South African products is mainly for un-refined mineral exports
4. Insufficient customs enforcement and regulatory oversight allows illegal and illicit imports to enter SA markets

### South Africa

#### Cost of Doing Business

1. Real economy vulnerable to load-shedding, rising electricity prices, and inefficient and expensive freight and logistics services
2. Rising costs of doing business due to the deterioration in local government and security services
3. Insufficient alignment between skills development needs and labour supply worsened by racial prejudice

#### Market Structure

1. Carbon-intensive manufacturing production: likely to constrain SA exports in future
2. Narrow domestic market insufficient to sustain large-scale investments without a viable export market
3. High levels of concentration create hostile environment for SMMEs
4. Concentration of economic activity in 6 metros with rural areas / townships separated from formal economy

#### Export Demand

1. Export profile remains biased in favour of un-refined mineral exports
2. SA exports to Africa structurally different with much higher share of value-added, manufactured goods
3. Freight & logistics infrastructure and pricing supports bulk, mineral exports at expense of valued-added exports
4. Low levels of business confidence due to slow domestic growth and cost of entering export markets



# Summary SWOT Analysis

## Strengths

- Resilient manufacturing, mining and agriculture sectors
- Mineral and radiation endowments position SA to benefit from green industrialisation if decisive policy action is taken now
- Internationally competitive agro-industrial, food and autos value-chains

## Opportunities

- Preferential Trade Agreements
- AfCFTA market for food, autos, mining equipment, financial services is massive
- Domestic and regional untapped demand for consumer goods
- Digitally-savvy, youthful population eager to enter Digital and Knowledge Services sector

## Weaknesses

- Economic structure that exposes SA to volatile commodity cycles
- Domestic consumer market too small to encourage world-scale investments
- Rising cost of doing business in SA (incl. freight and logistics challenges)
- Under-investment in R&D/technology development stifled innovation
- Slowing public-sector investment that doesn't 'crowd-in' private-sector investment
- High levels of concentration limit entry of dynamic, new firms and SMMEs

Higher, inclusive  
economic growth

## Threats

- Global de-carbonisation interventions may affect SA disproportionately
- Geo-political tension may lead to global surplus production of key products such as steel
- South Africa is relatively open economy, with few barriers to illegal and illicit imports which makes domestic firms vulnerable to disruptive imports and global demand and supply imbalances

Higher, inclusive  
economic growth



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# Weak domestic growth projection

1

The projections from National Treasury and Reserve bank offer the prospect that current fiscal consolidation and structural reforms managed by Operation Vulindlela could catalyse private economic activity and push domestic economy to the modest growth rate of around 3.5% by 2025

2

A durable exit from the low-growth trap depends on policy choices that include the monetary authorities – that is, of fiscal and structural, including industrial and trade policies – as well as on concerted and effective implementation



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# An economic strategy to break SA out of the low-growth trap

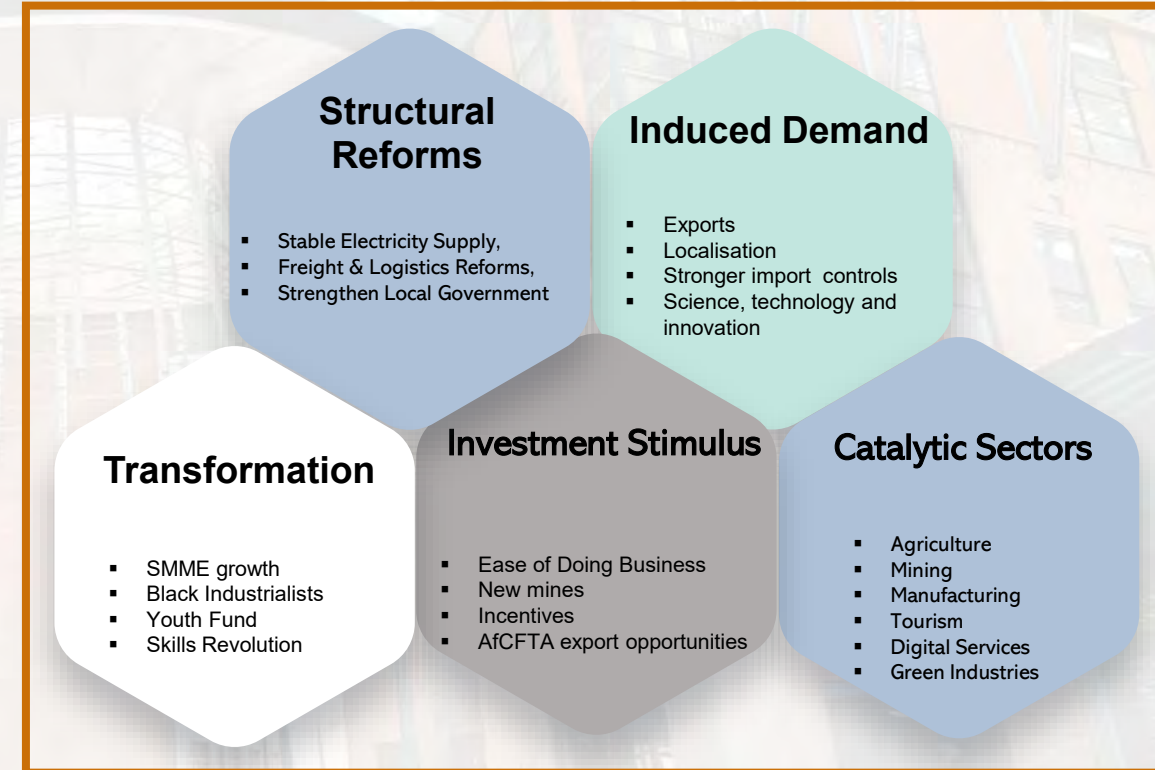
## 3 Key Strategic priorities for the 7th Administration

An approach anchored on:

- Economic strategy rooted in minerals beneficiation
- Policy sequencing and collaboration
- Prioritizing inclusive growth



## Pillars for success for the Medium-term Development Plan (MTDP)



Invest in local industrialists and technologies that generate value from natural resources through beneficiation



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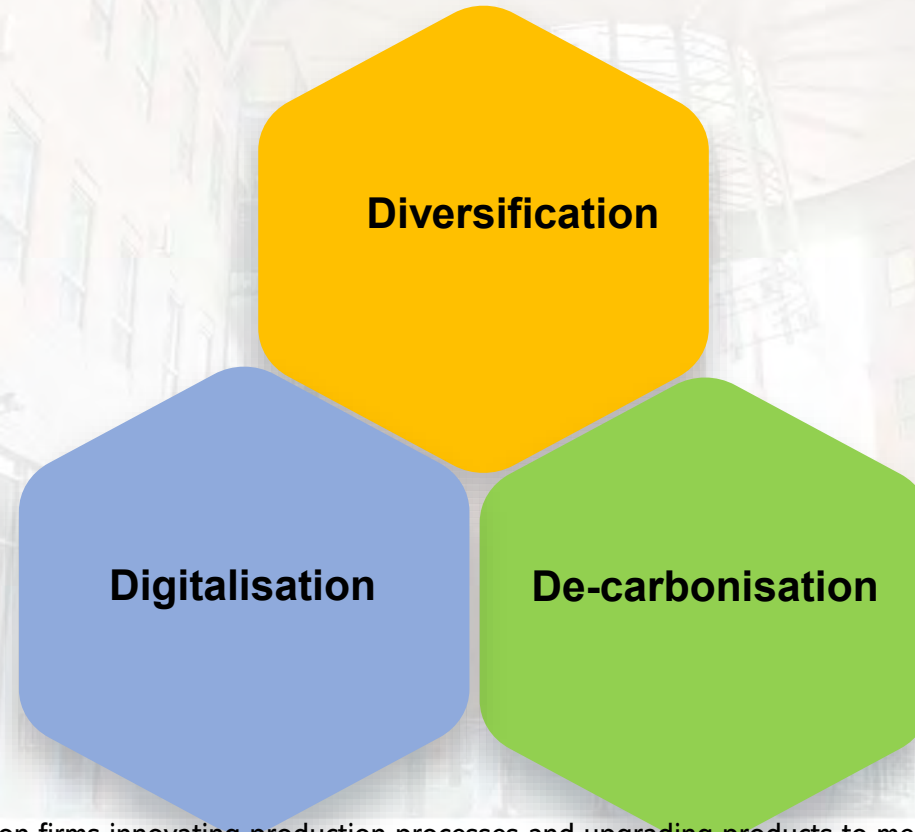
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# The dtic's economic strategy consists of the three D's

- Increase SA's presence in growth sectors and growing export markets to ensure that investment flows to sectors with the highest growth rates while supporting struggling and 'mature sectors' to improve competitiveness<sup>1</sup> and access new markets
- **The dtic** will deploy its innovation funds and work closely with relevant sister departments to support technology acquisition and innovation to stabilise these sectors and position them for sustained growth



- This is a key source of productivity growth across the entire economy
- Trade in digital services is growing much faster than trade in goods
- There are many niche (but large to SA firms) sub-sectors where SA firms could gain a foothold in international markets

- Mitigate the negative impact of current and future carbon barriers
- Position domestic manufacturers to enter the 'green economy' and thereby access this growing sector

**Note**<sup>1</sup> -In some cases, competitiveness will depend on firms innovating production processes and upgrading products to meet domestic and export consumer preferences.



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# APP Focus Areas and Outputs





# 1: Administration focus areas

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

## Description of sub-programmes:

**The Ministry** provides leadership and policy direction to **the dtic**

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

**Corporate Services** provide customer-centric and integrated resource solutions in human resource management, information and communication technology, legal services, and facilities management

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

**Financial Management** provides support to **the dtic**, concerning financial resource allocation and the management thereof, to aid the fulfillment of the department's goals and objectives;

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

## Strategic focus areas

1. Support, coordinate and integrate functions that holds together and directs the work of Programmes 02-09 and normal operations of the dtic (finance, IT, HR, etc.)
2. Update the dtic's systems and managerial practices to reflect innovations in administrative and coordinating practices that enable new ways to improve impact
3. Create a high-performance environment throughout the dtc's programmes and entities that produces quality services with minimum administrative burden to staff and to users of services
4. Re-evaluate the traditional ways of rendering services to clients considering the advancements in digital technologies and accelerate the implementation of the dtic Digital Business Transformation Strategy (DBTS)
5. Continue current efforts to retain internal staff transformation: 50% of Women in SMS over the next 3 years as well as increasing the employment of Persons with Disabilities above 3.5%.
6. Continue implementing the "Fit for Purpose Organisational Structure" project to re-align macro-organisational structure, develop a Competency Framework and a Skills Audit of senior managers
7. Continue to develop employee skills through prioritised training and development interventions



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# 1: Administration FY 2024/25 Outputs

Outcome	Output	Output Indicator	2024/25
<b>Capable State &amp; Transformation</b>	Governance/leadership stability within department and entities	1. % of advertised vacancies filled	100% of advertised vacancies filled
	Improved clean administration across all dtic entities.	2.% of entities obtaining Clean Audit Outcomes	56% of entities obtaining Clean Audit Outcomes
	Achievement of planned targets by entities	3.% achievement of planned targets by entities	85% achievement of planned targets by entities
	Procurement contracts approved towards women owned businesses	4.% of procurement spent on women owned businesses	40% of procurement spent on women owned businesses
	Procurement approved towards youth owned businesses	5.% of procurement spent on youth owned businesses	30% of procurement spent on youth owned businesses
	Procurement contracts approved towards persons with disability owned businesses	6.% of procurement spent on businesses owned by persons with disability	2% of procurement spent on businesses owned by persons with disability

## Public-Private Partnerships - PPP agreement for office accommodation in operation for 25 years since August 2003

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

# 2: Trade focus areas

**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

## Description of sub-programmes:

- **International Trade Development** facilitates bilateral and multilateral trade relations and agreements
- **African economic Development** facilitates multilateral and bilateral African trade relations aimed at deepening regional integration

## Strategic focus areas

1. Implementation of the AfCFTA and finalisation of negotiations in order to build an integrated market for SA's value-added exports
2. Support industry to transition to low-carbon production, including the facilitation of partnerships for investment in green manufacturing
3. Develop Economic Interest Strategies and implementation plans for key trading partners to improve exports, attract FDI and leverage SA's economic relations
4. Amend the Patents Act and Designs Act to ensure equitable and affordable access to key technologies, including medical products
5. Amend the International Trade Administration Act to ensure implementation of effective trade policy tools to improve industry competitiveness
6. Reduce red-tape and improve the ease of doing business by amending ITAC regulations



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## 2: Trade FY 2024/25 Outputs

Outcome	Output	Output Indicator	2024/25
Increased exports to the rest of the continent	Implementation of the AfCFTA to increase SA exports to the rest of the continent.	7.Number of countries that have started trading under the AfCFTA 8.Number of Protocols submitted for ratification approved 9.SA offer on Trade in Services approved	11 countries that have started trading under the AfCFTA 2 Protocols submitted for ratification approved SA offer on Trade in Services approved
Supportive and sustainable economic policy environment	Develop an integrated economic strategy that aligns fiscal policy, monetary policy, competition policy, industrial policy, innovation policy and trade policy.	10.Amended International Trade Administration Act to ensure implementation of effective trade policy tools to improve industry competitiveness	Draft International Trade Administration Amendment Bill submitted to the Executive Authority for consideration.
Strengthen economic diplomacy with South Africa's largest trading partners and potential trading partners.	Strengthened trade and investment with key trading partners and potential trading partners	11.Number of economic interest strategies and implementation plans developed for key trading partners	5 Economic Interest Strategies and implementation plans developed for key trading partners
Mainstream red tape reduction across every department and public entity to reduce the undue regulatory burdens that hold back businesses from creating jobs.	Improvement of the functioning of trade instruments to reduce turn-around times and address trade challenges timeously	12.Number of amendments to regulations to reduce red-tape in ITAC application process	2 amendments to regulations to reduce red-tape in ITAC application process
Improved access to affordable and quality health care	Strengthen the primary health care (PHC) system by ensuring that home and community- based services, as well as clinics and community health centres are well resourced and appropriately staffed to provide the promote, preventive, curative, rehabilitative and palliative care services required for South Africa's burden of disease.	13.Draft amendments for Patents Act and Designs published for public comments	Draft amendments for Patents Act and Designs published for public comments

# 3: Investment & Spatial Industrial Development focus areas

**Purpose:** Support foreign direct investment flows and promote domestic investment by providing a onestop shop for investment promotion, investor facilitation and aftercare support for investors as well as increase participation in industrialisation

## Description of sub-program:

- **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
- **Investment and Inter-Departmental Clearing House** promotes and facilitates investment and provides support services to the investment and interdepartmental clearinghouse. This sub-program also provides a specialist advisory service, fast tracks and unblocks processes, and reduces bureaucratic red tape for investors
- **Investor Support & Aftercare** provides specialist advisory services through research information marketing, aftercare and policy advocacy to facilitate new investment, and retain and expand existing investment
- **Spatial Industrial Development** promotes industrial development in targeted regions through policies, strategies and programmes such as Special Economic Zones and Industrial Parks, and Township economic initiatives, amongst others

## Strategic focus areas:

1. Mobilise R2 trillion over five years (2024-2029), By attracting Investment within the domestic and foreign markets through greenfield and brownfield investments
2. Expedite permits, licensing, and registrations through the Energy One Stop Shop and Provincial One Stop Shops
3. Host the Annual South African Investment Conference to implement the Country Investment Strategy, focusing on high growth sectors and just energy transition
4. Improve performance of the non-operational and struggling Special Economic Zones
5. Implement new model for Spatial Transformation, which aims to map out and improve the impact of the dtic measures in all 52 district municipalities and metros
6. Augment the IPRP by using refurbished industrial estates to promote township-based industrialisation and localisation, to drive SMME and skills development, job creation and private sector participation



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### 3: Investment and Spatial Industrial Development FY 2024/25 Outputs

Outcome	Output	Output Indicators	2024/25
<b>Industrialisation, Transformation &amp; Capable State</b>	Domestic and foreign investment attracted through greenfield and brownfield investments	14. Rand value of domestic and foreign direct investment attracted through greenfield and brownfield investments	R330bn of domestic and foreign direct investment attracted through greenfield and brownfield investments
	New models for spatial transformation developed (industrial Parks & SEZs)	15. Number of new models for spatial transformation developed	1 New model for spatial transformation developed
	Projects processed through the Energy One-Stop Shop	16. Number of Projects processed through the energy one stop shop	3 Projects processed through the energy one stop shop
	Red tape reductions processed through the Energy One-Stop Shop	17. Number of red tape reductions processed through the Energy One-Stop Shop	10 red tape reductions processed through the energy one stop shop
	Investor facilitation and red tape reduction interventions provided (including Visa Facilitation)	18. Number of investor facilitation and red tape reduction interventions provided	100 investor facilitation and red tape reduction interventions provided
	Prototypes for commercialisation of innovation projects achieved	19. Number of Prototypes for commercialisation of innovation projects achieved	1 Prototypes for commercialisation of innovation projects achieved



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# 4: Sectors Focus Areas

**Purpose:** Design and implement policies, strategies and programmes to strengthen the ability of manufacturing and other sectors to increase value addition and competitiveness

## Description of sub-program:

- **Industrial Competitiveness** designs and implement policies, strategies and programmes to strengthen the ability of manufacturing and other sectors to increase value-addition and competitiveness
- **2. Customised Sector Programmes** designs and implements policies, strategies and programmes to strengthen the ability of manufacturing and other sectors in conjunction with the Council for Scientific and Industrial Research (CSIR)

## Strategic focus areas

1. Coordinate and facilitate the development of a government-wide National Industrial Policy framework
2. Implement Masterplans for Medical Devices, Automotive, Poultry, Sugar, Steel & Metal Fabrication, Clothing & Textiles and Furniture sectors
3. Support the development and implementation of selected Masterplans in other government departments – Agriprocessing, Cannabis, Land Reform and Rural Development (DALRRD) and the South African Renewable Energy Masterplan (SAREM)
4. Implement programmes and projects across sectors – in Aerospace and Defence, Electro technical Industries and White Goods, Construction, Chemicals, Cosmetics, Plastics and Pharmaceuticals
5. Review, draft and gazette designation proposals to amend public procurement legislation and regulation to increase local content in state procurement
6. Advance “green economy” manufacturing to reduce industry carbon footprint and mitigate against the risk of being excluded from both global goods and capital markets
7. Progress the implementation of the Green Hydrogen Commercialisation Strategy and the development of standards that will facilitate investment attraction and trade of green hydrogen
8. Develop a Regional Critical Minerals (RCM) Strategy Framework will (in partnership with Department of Minerals and Petroleum) to increase value addition and support transition to low carbon economy
9. Achieve greater alignment of Technical Infrastructure (Standards, Quality Assurance, Accreditation and Metrology) institutions with the economic impact



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# 4: Sectors FY 2024/25 Outputs

Output	Output Indicators	2024/25
R5 billion investment pledges secured through key sectoral interventions	20. Rand value of investment secured through key sectoral interventions	R5bn investment secured through key sectoral interventions
Increased localisation	21. % Increase localisation in both public and private sectors through key sectoral interventions	20% Increase localisation in both public and private sectors through key sectoral interventions
Market access instruments provided to 1 100 SMMEs	22. Number of SMMEs provided with market access instruments	200 SMMEs provided with market access instruments
R3 bn in manufacturing exports	23. Rand value of manufacturing exports	R3bn value of manufacturing exports
15 000 new jobs created	24. Number of new jobs created through sectoral interventions	3 000 new jobs created through the sectoral interventions
Review of the Masterplans	25. Number of Masterplans reviewed	1 Masterplan reviewed (Auto Masterplan)
Development of a Draft National Industrial Policy to promote industrialisation	27. Development of National industrial policy	Development of a draft National Industrial Policy
Finalisation of Hemp and Cannabis Commercialization Policy	28. Hemp and Cannabis Commercialisation Policy approved	Approved of Hemp and Cannabis Commercialization Policy
Development and implementation of a Regional Critical Minerals (RCM) Strategy in partnership with Department of Minerals and Petroleum to increase value addition and support transition to low carbon economy	29. Develop and implement a Regional Critical Minerals (RCM) Strategy and funding proposal in partnership with the Department of Minerals and Petroleum	Develop and implement a Regional Critical Minerals (RCM) Strategy and funding proposal in partnership with the Department of Minerals and Petroleum
Decarbonisation Strategy	30. Finalisation of a decarbonisation strategy for the industry	Finalisation of a decarbonisation strategy for the industry by Cabinet
	31. Establishment of a Decarbonisation Project Coordination Office	Establishment of a Decarbonisation Project Coordination Office 15

# 5: Regulation Focus Areas

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

## Description of sub-programmes:

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

## Strategic focus areas

1. Address challenges in business rescue, integration of issues in e-commerce in the dtic including the development of an e-commerce strategy.
2. Develop legislation, regulations and self-regulation measures, where necessary (codes, guidelines and practice notes) in the areas of companies and consumer protection.
3. Prioritize the operationalization of the already assented Companies Amendment Acts.



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# 5: Regulations FY 2024/25 Outputs

Outcome	Outputs	Output Indicators	2024/25
<b>Industrialisation, Transformation &amp; Capable State</b>	General Laws Amendment Bill/ Act developed by National Treasury to amend the Companies Act, 2008	32. Number of legal and technical reports submitted into the amendment of the Companies Act	2 legal and technical reports submitted into the amendment of the Companies Act
	Regulations developed, tabled or submitted to the Executive Authority, Cabinet or Parliament	33. Number of Draft Regulations developed and submitted to the Executive Authority for publication in the Government Gazette	2 Draft Regulations developed and submitted to the Executive Authority for publication in the Government Gazette
		34. Number of documents/ or notice for the Proclamation of the Companies Amendments Acts developed and submitted to the Executive Authority	2 documents/ or notice for the Proclamation of the Companies Amendments Acts developed and submitted to the Executive Authority
		35. Number of Codes on (Consumer Goods and Services and Motor Industry) developed and submitted to Executive Authority for publication in the Government Gazette	2 codes on (Consumer Goods and Services and Motor Industry) developed and submitted to Executive Authority for publication in the government gazette
	Action plan developed and actions taken on measures related to business rescue	36. Number of action plans developed and actions taken on measures related to business rescue and reports submitted to Executive for approval	2 Action plans developed and actions taken on measures related to business rescue and reports submitted to Executive Authority for approval
	Action plan and One(1) draft E-commerce strategy	37. E-commerce strategy and action plan developed and submitted to Executive Authority for approval	1 E-commerce strategy and action plan developed and submitted to Executive Authority for approval



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# 6: Incentives Focus Areas

**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 such as industrialisation, transformation and a capable state.

## Description of sub-program:

- **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
- **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
- **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
- **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
- **Product and Systems Development** reviews, monitors and develops incentive programmes to support the industrial strategy, and develops sector strategies to address market failures
- **Strategic Partnership and Customer Care** facilitates access to targeted enterprises by reviewing the success of incentive schemes and improving them where possible

## Strategic focus areas

1. Continue providing a range of competitiveness-enhancing support programmes in the form of grants, loans and equity
2. Continue providing industrial financing through the Special Economic Zone and Industrial Park incentives to support projects outside of the 5 main metros that require Infrastructure development.
3. Implementation of an integrated Industrial Financing online web portal to enable single access to industrial financing programmes.
4. Develop a support programme, in the form of a tax incentive, that respond to economic dynamics and to respond to the call to industrialise smart



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# 6: Incentives FY 2024/25 Outputs

Outcome	Output	Output Indicators	2024/25
Industrialisation, Transformation & Capable State	R13 billion in investment through industrial financing	38. Rand value of investment through industrial financing	R13bn value of investment through industrial financing
	R5 billion in export revenue from Global Business Services (GBS)	39. Rand value of export revenue of Global Business Services	R5bn value of export revenue of Global Business Services
	R4 billion disbursed to projects/enterprises	40. Rand value disbursed to projects/ enterprises	R4bn value disbursed to projects/ enterprises
	6 000 new jobs created	41. Number of new jobs created	6 000 new jobs created
	1 impact measure to reduce red tape across the dtic financing group (incentives and loans)	42. Implementation of an integrated Industrial Financing online web portal to enable single access	An integrated Industrial Financing online web portal implemented



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# 7: Exports Focus Areas

**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

## Description of sub-program:

- **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
- **Trade and Investment Foreign Services Management Unit** promotes trade and investment and administers and provides corporate services to the department's foreign office network of foreign economic representatives to enable South African businesses to access global markets
- **Export Development and Support** manages the National Exporter Development Programme, designed to contribute to positioning South Africa as a reliable trade partner, improve, and expand the country's exporter base

## Strategic focus areas

1. Implement a work programme that supports the MTDP objectives of:
  - Prioritising the implementation of the African Continental Free Trade Area to increase South Africa's exports to the rest of the continent
  - Strengthening economic diplomacy with South Africa's largest trading partners and potential trading partners
2. Expand and improve the effectiveness of current export measures and implement new export initiatives - prioritising the implementation of the AfCFTA



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# 7: Exports FY 2024/25 Outputs

Outcome	Output	Output Indicators	2024/25
Industrialisation, Transformation & Capable State	Increase the value of South African exports to the world by R1 trillion by 2030 through a whole of government approach, which includes: <ul style="list-style-type: none"> <li>Increasing the value of South African exports to the rest of Africa (10% per annum growth).</li> <li>Increasing the number of regular exporters by 5% by 2030.</li> </ul>	43. Global Export Strategy approved by Cabinet.	1 Global Export Strategy approved by Cabinet.
		44. Additional Trade Finance Mechanism approved by Cabinet.	1 Additional Trade Finance Mechanism approved by Cabinet.
		45. Rand value of South African outward investment in the rest of Africa.	R25bn of South African outward investment in the rest of Africa.
		46. Rand value of exports to the rest of the world funded through the Export Marketing and Investment Assistance (EMIA) Scheme.	R850m value of exports to the rest of the world funded through the Export Marketing and Investment Assistance (EMIA) Scheme.



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# 8: Transformation and Competition Focus Areas

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

## Description of sub-program:

- **Economic Planning and Advisory:** Promotes integrated economic planning analysis of economic plans and advancement of competition priorities
- **Implementation Coordination and Competition Oversight** promotes the implementation economic development plans that are aligned with competition decisions, orders, and recommendations and to provide support to the minister to carry out responsibilities as required in terms of competition legislation
- **Investment and Development:** Promotes public and private investment for development
- **Equity and Empowerment** promotes broad-based black economic empowerment (B-BBEE) and the growth of the industrial base through the black industrialist programme

## Strategic focus areas

1. Improve the developmental impact of Competition policy, by ensuring mergers and acquisitions are accompanied by appropriate commitments on those public interest matters set out in the legislation
2. Work with Competition authorities to address heavily concentrated sectors and by supporting the development of the Social and Solidarity Economy
3. Implementation of the B-BBEE policy and transformation activities with a focus on B-BBEE Advocacy and stakeholder engagement; promoting the alignment of other pieces of Legislation to B-BBEE; promote and facilitate Sectoral Transformation management of Equity Equivalent Investment Programmes and B-BBEE Facilitators
4. Focused programme on industrialisation initiatives to expand the industrial base and participation of Black Industrialists in the manufacturing activities of the economy.



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## 8: Transformation and Competition FY 2024/25 Outputs

Outcome	Outputs	Output Indicators	2024/25
Industrialisation, Transformation & Capable State	R15 Billion in investment pledges leveraged from competition and transformation interventions	47.Rand value of investments leveraged from competition and transformation interventions	R15bn of investments leveraged from competition and transformation interventions
	Implementation of the R100 bn Transformation Fund by 2029	48.Transformation Fund developed	Transformation Fund concept approved
		49.Rand value of Transformation Fund raised	R10bn of transformation fund raised
	Transformation Fund Pipeline	50.Number of commitments for Transformation Fund	10 commitments for Transformation Fund
	Implementation of B-BBEE to achieve 60% black ownership in critical sectors by 2029	51.% Implementation of B-BBEE to black ownership in critical sectors	30% black ownership achieved in critical sectors
	200 000 job opportunities created through transformation and competition interventions	52.Number of job opportunities created through transformation and competition interventions	200 000 job opportunities created through transformation and competition interventions
	10 000 additional workers with shares in their companies	53.Number of additional workers with shares in their companies as a result of the dtic group's interventions including but not limited to competition initiatives	10 000 additional workers with shares in their companies as a result of the dtic group's interventions including but not limited to competition initiatives

# 9: Research Focus Areas

**Purpose:** Undertake economic research to guide the development of trade and industrial policies, legislative and dtic's strategy processes

## Description of sub-programmes:

- **Economic Research and Policy Coordination:** Undertakes economic research, contributes to the development of policy options, and guides policy through consultation with stakeholders
- **Macroeconomic and Microeconomic Policy:** Evaluate and develop macro-economic and micro-economic policy options to achieve inclusive growth, promote decent work outcomes, productivity, entrepreneurship and innovation
- **Growth Path and Decent Work:** Develops and coordinates economic policy and constituency-based (business, labour and community) interventions to support alignment of implementation of priorities for sustainable decent job creation, inclusive growth and industrialisation

## Strategic focus areas

1. Provide high-quality economic analysis, scenarios and economic modelling reports to the Economic Cluster, the dtic Group and the public
2. Create a knowledge base to provide officials with research products and access to policy-relevant information



# 9: Research FY 2024/25 Outputs

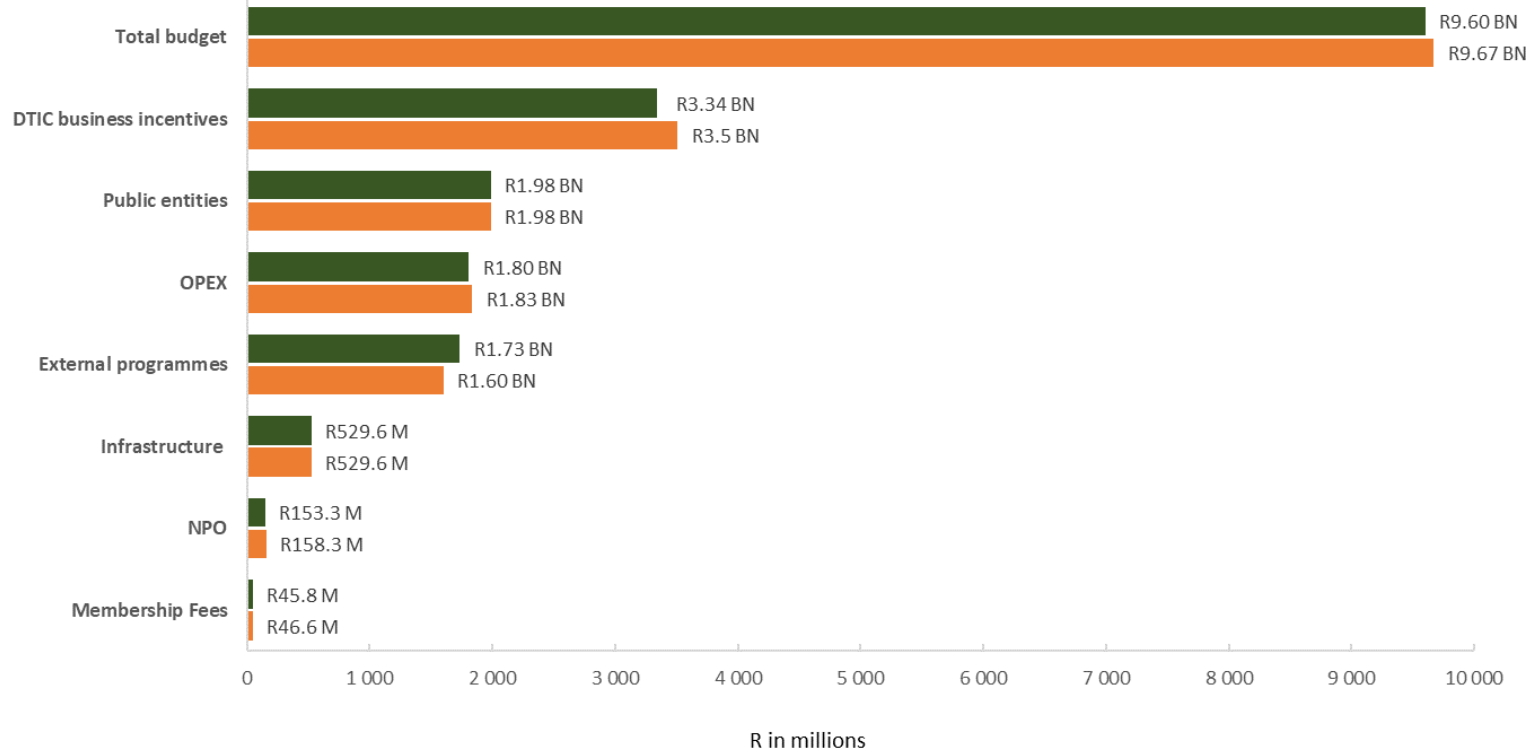
Outcome	Output	Output Indicator	2024/25
Bi-monthly Barometer publication produced covering manufacturing employment, trade, GDP, investment and economic modelling forecasts	Industrialisation Think-Action Tank (ITAT) established	54.Discussion papers produced to influence economic policy debates	5 Discussion papers produced to influence economic policy debates
	Young people trained in digital skills	55.Programme to increase training for unemployed youth designed.	1 Programme to increase training for unemployed youth designed
	Economic Barometer reflecting 'real economy' trends.	56.Bi-monthly Barometer publication produced covering manufacturing employment, trade, GDP, investment and economic modelling forecasts	2 Bi-monthly Barometer publication produced covering manufacturing employment, trade, GDP, investment and economic modelling forecasts
	Economic Policy Knowledge Base established	57.Market intelligence and trade opportunities reports commissioned and accessible to exporters	6 Market intelligence and trade opportunities reports commissioned and accessible to exporters

# Budget Summary





# 2024/25 Budget adjustments to give effect to the revised APP



● Original budget  
● Adjusted budget

The 2024/25 adjusted/revised budget includes:



**R67.4 million**

Increase as a result of self financing for the office accommodation

FILM & TV



**R140 million**

Reprioritisation within baseline to support the Services Sector Development incentives



**R26.212 million**

Reprioritisation within the baseline to support the Manufacturing Development Incentives (i.e. AIS)



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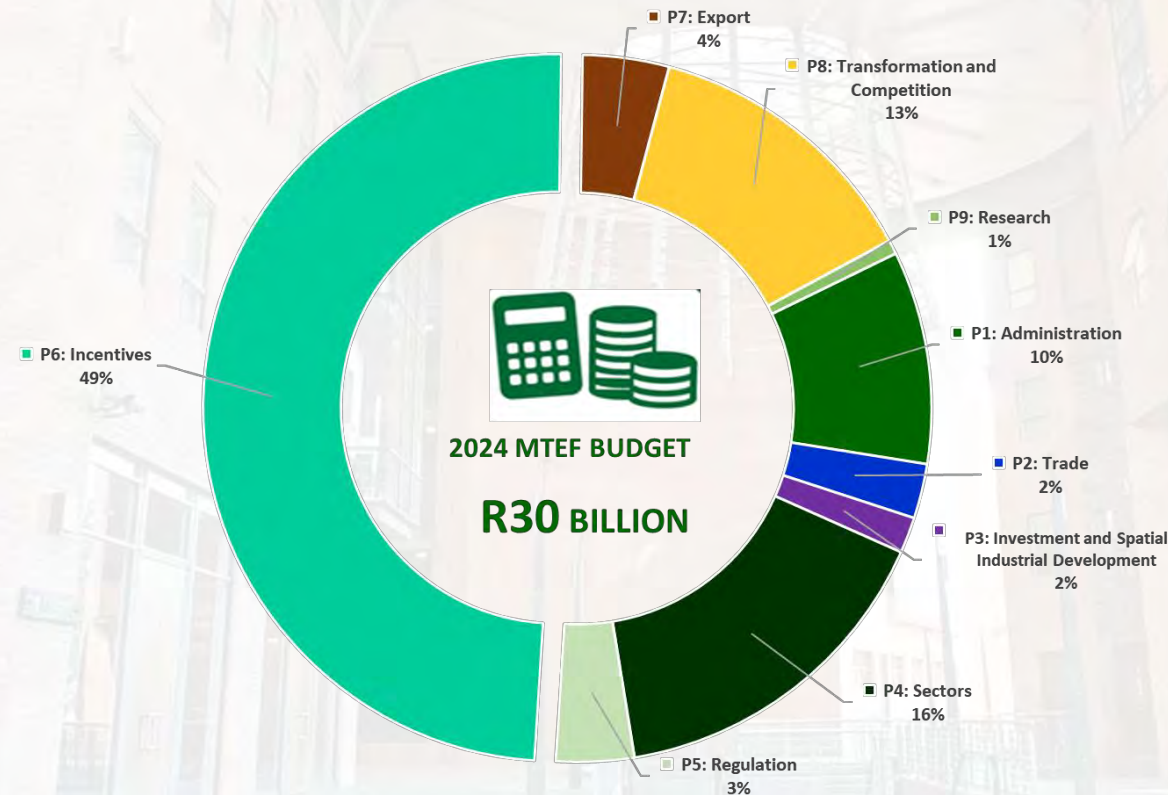
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# 2024 MTEF Budget at a glance – 2024/25 to 2026/27

Description	2024/25 R'000	2025/26 R'000	2026/27 R'000	TOTAL R'000
 <b>Baseline</b>	<b>9 667 644</b>	<b>10 023 794</b>	<b>10 487 340</b>	<b>30 178 778</b>



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# How the budget is allocated to Programmes/Branches

## Budget allocation on programme and economic classification

Programme	Final budget	Medium-term expenditure estimate				Average growth rate (%)	YOY change
R million	2023/24	2024/25	2025/26	2026/27	2023/24 - 2026/27		
1. Administration	825,4	952,7	971,9	1 015,5	7,2% ▲		
2. Trade	256,2	240,8	251,3	261,2	0,6% ▲		
3. Investment and Spatial Industrial Development	140,2	140,3	174,6	181,3	9,0% ▲		
4. Sectors	1 578,3	1 329,0	1 673,9	1 760,0	3,7% ▲		
5. Regulation	349,3	346,2	357,4	371,9	2,1% ▲		
6. Incentives	5 439,1	4 200,7	5 199,8	5 447,0	0,0% ▲		
7. Export	419,5	358,4	407,8	426,8	0,6% ▲		
8. Transformation and Competition	1 647,3	2 041,9	919,8	953,7	-16,7% ▼		
9. Research	54,4	57,8	67,2	69,8	8,7% ▲		
<b>Total</b>	<b>10 709,5</b>	<b>9 667,6</b>	<b>10 023,8</b>	<b>10 487,3</b>	<b>-0,7% ▼</b>		
<b>Economic classification</b>							
<b>Current payments</b>	<b>1 713,3</b>	<b>1 812,9</b>	<b>1 932,9</b>	<b>2 022,4</b>	<b>5,7% ▲</b>		
Compensation of employees	1 066,1	1 041,2	1 128,6	1 180,3	3,4% ▲		
Goods and services	647,1	771,8	804,3	842,1	9,2% ▲		
Interest and rent on land	0,1	4,0	–	–	-100,0% ▼		
<b>Transfers and subsidies</b>	<b>8 933,7</b>	<b>7 836,3</b>	<b>8 072,0</b>	<b>8 445,2</b>	<b>-1,9% ▼</b>		
Departmental agencies and accounts	1 169,2	1 209,5	1 232,1	1 275,2	2,9% ▲		
Foreign governments and international organisations	42,6	46,6	47,8	49,9	5,5% ▲		
Public corporations and private enterprises	7 571,2	6 417,1	6 632,3	6 954,2	-2,8% ▼		
Non-profit institutions	146,0	158,3	158,7	164,6	4,1% ▲		
Households	4,7	4,6	1,1	1,1	-37,6% ▼		
<b>Payments for capital assets</b>	<b>62,1</b>	<b>18,5</b>	<b>18,9</b>	<b>19,8</b>	<b>-31,7% ▼</b>		
Machinery and equipment	48,9	14,4	13,7	14,4	-33,5% ▼		
Software and other intangible assets	13,2	4,1	5,2	5,4	-25,6% ▼		
<b>Payments for financial assets</b>	<b>0,5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100,0% ▼</b>		
<b>Total</b>	<b>10 709,5</b>	<b>9 667,6</b>	<b>10 023,8</b>	<b>10 487,3</b>	<b>-0,7% ▼</b>		

## Overview of projected expenditure



**-0.7%**

Expected decrease of the department's total expenditure from R10.7 billion in 2023/24 to R10.5 billion in 2026/27.



**R3.1**

**BILLION**

Cabinet approved reductions on the department's budget over the MTEF (main reductions being, **R2.2 billion** - incentive programmes and **R649.3 million** – entities)

**49.20%**

Allocations to the *Incentives* branch account for 49.20% (R14.8 billion) of the department's expenditure of R30 bn over the MTEF period, mainly to fund incentive programmes



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# Conclusion

- 1.This revised APP is aligned to the priorities of the 7<sup>th</sup> Administration and sets the foundation for implementation of strategic intervention over the MTDP period.
- 2.Planting the seeds of growth towards turning the tide from the low growth trap.
- 3.These will be further articulated in the MTDP and Strategic Plan.



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**THANK YOU**



SUMMARY OF ENTITIES’ 2024/25 REVISED ANNUAL PERFORMANCE PLANS

Entity	B-BBEE	CIPC	CT	Comp Com
Key planned activities	<ul style="list-style-type: none"><li>30 days taken to provide advice to clients on the implementation of the B-BBEE Act.</li><li>Five (5) days taken to issue written clarifications to clients on the implementation of the B-BBEE Act.</li><li>All reports assessed for compliance to B-BBEE and feedback provided to reporting entities within 90 days.</li><li>Eight (8) laws/policies assessed for alignment with section 10 of the B-BBEE Act (e.g. procurement, incentives, licenses, permits, PPPs and sale of state assets etc.)</li><li>Guidelines / Brochures on the B-BBEE translated in different two (2) languages annually.</li><li>Register major B-BBEE transactions (&gt; R25m in value) and issue registration certificates within 10 days.</li><li>On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation</li><li>80% identified cases for Alternative Dispute Resolution (ADR) analysed and investigated.</li><li>80% of the referred cases resolved within 6 months.</li><li>1 intern appointed</li></ul>	<ul style="list-style-type: none"><li>50 interns in the employ of the CIPC.</li><li>R100m Royalties distributed by Collecting Societies to local musicians</li><li>20 New jobs created through the Implementation of the Experiential Learning Project (ELP) via the SSE Program</li><li>One IP Enforcement Operations Reports which specify the impact on jobs and the investment environment</li><li>100% of total procurement spend allocated to SA-based, B-BBEE compliant suppliers .</li><li>10 of CIPC Processes Automated.</li><li>80% of invoices paid within 20 days.</li><li>Four (4) Proactive Pre-Investigations in response to contraventions of the Companies Act No 71 of 2008 by Companies identified in the State Capture Report</li><li>40 Awareness Initiatives aimed at SMMEs</li><li>24 non- binding work products issued per examiner in line with SSE Experiential Learning</li><li>30 Case Studies demonstrating the impact of CIPC activities on business and society</li></ul>	<ul style="list-style-type: none"><li>95% of decisions and orders issued on opposed applications within 35 working days from the last set-down or final submission by parties, whichever is applicable</li><li>3 interns employed</li><li>95% of decisions and orders issued on unopposed applications within 25 working days from the last date of submission by parties whichever is applicable</li><li>95% of cases finalised in terms of Alternative Dispute Resolution (ADR) within 20 working days after the date of set-down or final submission by parties whichever is applicable</li><li>20 purchase orders issued to SMMEs</li><li>70% of preferential procurement from designated groups</li><li>70% suppliers paid within 20 business days</li></ul>	<ul style="list-style-type: none"><li>Average turnaround time of ≤ 20 days for Phase 1 merger investigations.</li><li>Average turnaround time of ≤ 45 days for Phase 2 merger investigations.</li><li>Average turnaround time of ≤ 60 days for Phase 3 intermediate and small merger investigations.</li><li>Average turnaround time of ≤ 120 days for 90% of Phase 3 large merger investigations,</li><li>3 abuse of dominance and restrictive vertical practices cases initiated in prioritised sectors in line with amendments of the Competition Act.</li><li>70% of market conduct investigations completed within 18 months.</li><li>100% of exemption applications completed within 12 months.</li><li>100% of block exemption applications completed within 30 days</li><li>22 cartel investigations completed including high impact cartel investigations</li></ul>



SUMMARY OF ENTITIES' 2024/25 REVISED ANNUAL PERFORMANCE PLANS

Entity	Comp Trib	ECIC	IDC	ITAC
Key planned activities	<ul style="list-style-type: none"><li>85% of mergers scheduled for a hearing or pre-hearing within 10 business days of filing</li><li>85% of merger orders issued to parties within 10 business days following conclusion of the hearing</li><li>75% of reasons for mergers issued to parties within 20 business days of order being issued.</li><li>65% of reasons for prohibited practice cases are issued to parties within 120 business days following conclusion of the hearing</li><li>65% of procedural matter orders issued to parties within 45 business days following conclusion of the hearing</li><li>80% of orders for consent orders and settlement agreements issued to parties within 10 business days following conclusion of the hearing</li><li>65% of reasons in interim relief matters issued to parties within 30 business following conclusion of the hearing.</li><li>2 interns appointed</li></ul>	<ul style="list-style-type: none"><li>USD570m of approved transactions for facilitation of exports and cross border investments</li><li>USD80m of approved transactions within expanded sectoral coverage for facilitation of exports and cross border investments</li><li>At least 7 companies benefiting under the Export Passport Programme</li><li>90% of business processes automated</li><li>Ratio not greater than 31% for employee cost to insurance revenue</li><li>No breaches on risk appetite limits to ensure a self-sustainable Corporation that transacts within risk appetite limits (from 1 April 2022)</li><li>Level 3 across 75% of metrics for risk maturity levels of the Corporation</li><li>5% increase in Equity to support the growth and sustainability of the Corporation.</li><li>Operating costs not exceeding R164m</li></ul>	<ul style="list-style-type: none"><li>R54, 9 billion investment flows unlocked is the sum of IDCs on-balance sheet funding disbursed, off-balance sheet funding disbursed, as well as other funding facilitated.</li><li>R24, 9 billion of funds committed and facilitated for businesses that support IDC priority sectors and Master Plans.</li><li>R16, 6 billion funds committed and facilitated to improve spatial equity (investment outside 6 main metro municipalities)</li><li>R1 billion funds committed and facilitated for businesses in SEZs (including economic infrastructure projects that enable SEZs (e.g. energy supply, logistics, water)</li><li>R5, 49 billion funds committed and facilitated for SMEs</li><li>34 023 jobs expected to be created and saved from committed and facilitated funds (excluding grant-related funds)</li><li>25 interns appointed</li><li>24 800 jobs expected to be created and saved from grant-related funds committed and facilitated</li><li>R17, 523 billion of funds committed and facilitated in support of transformation (Black Industrialists, Black-owned businesses, Women-entrepreneurs and Youth-entrepreneurs</li><li>8% growth in value of sales for manufacturing companies in IDC's portfolio</li></ul>	<ul style="list-style-type: none"><li>R55m of investment facilitated through ITAC reciprocal commitments of implemented tariff support</li><li>R32m of additional local industrial output as a result of the utilisation of the ITAC rebates (clothing and Automotive Production Development Programme (APDP)</li><li>R81bn of manufactured exports facilitated under ITAC rebates 470.03 (the suspension of Customs duty on goods for use in the manufacture, processing, finishing, equipping or packing of goods exclusively for export) and drawback 521 (refund of the customs duty on goods used in the manufacture, processing, finishing, equipment or packing of any goods that have been exported)</li><li>R191bn of manufactured vehicle exports facilitated under ITAC – (APDP)</li><li>R28bn of manufactured vehicle exports to the rest of Africa facilitated under ITAC (APDP)</li><li>130 000 jobs supported (direct jobs at the time of application) as a result of implemented ordinary tariff increases, rebates, APDP and Trade administered by ITAC</li><li>600 new jobs committed to by recipients of implemented ordinary tariff increases and rebate provisions created, administered by ITAC</li><li>78% of BBBEE preferential procurement spend</li></ul>

SUMMARY OF ENTITIES’ 2024/25 REVISED ANNUAL PERFORMANCE PLANS

Entity	NCC	NCR	NCT	NEF
Key planned activities	<ul style="list-style-type: none"><li>• Nine (9) market monitoring inspections to the premises of the suppliers to confirm that the supplier complies with the CPA.</li><li>• Finalize Clothing, Textile, Footwear and Leather goods (CTFL) matters within 20 business days.</li><li>• One (1) joint initiative collaborative work with regulatory bodies on the objectives of the NCC, conducted in collaboration with regulatory bodies with concurrent jurisdiction</li><li>• 60% of total preferential procurement by NCC procured from SMME's in designated groups</li><li>• 20 interns employed by the NCC and accredited Ombud schemes namely, MIOSA and CGSO.</li></ul>	<ul style="list-style-type: none"><li>• Conduct 1400 consumer education, Awareness campaigns and activities on the NCA within the 52 District municipalities.</li><li>• Produce four (4) evaluation reports on consolidated activities relating to educational awareness, investigations, complaints evaluations, compliance monitoring, debt counselling and enforcement.</li><li>• Conduct 25 workshops in areas outside the 5 main metros to support SMMEs</li><li>• 10 BankSETA interns appointed</li><li>• Register 98% of new persons and entities in the consumer credit market within 6 business days of receipt of signed proposed conditions and payment of registration fees.</li><li>• Four circulars and/or guidelines issued in relation to Sec 16 (1) (b) of the NCA.</li><li>• Produce two (2) reports on market concentration.</li><li>• 75% of Procurement spent on SMMEs, inclusive of women and youth.</li><li>• Prepare implementation plan and commence with implementation of recommendations from the diagnostic study report on the establishment of business credit and risk reporting in South Africa</li></ul>	<ul style="list-style-type: none"><li>• 50 days from the date of filing of DRA to date of issuing an order to parties.</li><li>• 15 days from the date of close of pleadings on a non-DRA to issuing a first notice of set down to the parties.</li><li>• 24 days from the date of final adjudication of non-DRA to date of issuing an order.</li><li>• 12 impact reports on DRA or non-DRA judgments and orders of the Tribunal</li><li>• 20 days taken to pay suppliers</li><li>• 5 interns appointed</li><li>• 24 structured interactions and engagements with external stakeholders to share information and co-operate with them.</li></ul>	<ul style="list-style-type: none"><li>• R645m disbursements by uMnotho Fund</li><li>• R180m disbursements by Strategic Projects Fund</li><li>• R480m disbursements by iMbewu Fund</li><li>• R195m Disbursements by Rural, Township and Community Development Fund</li><li>• 10 500 new jobs created</li><li>• 150 funded SME's</li><li>• 40% agri-businesses funded relative to number of SMEs</li><li>• 50% (of total investments) Investments to Black Industrialists (R'm)</li><li>• 50% disbursements to businesses owned by women, youth, or people living with disability</li><li>• 75% disbursements to catalytic sectors (Agriculture, Manufacturing, Tourism, Digital Services, Renewable energy, and other employment absorbing sectors (R'm)</li><li>• 30% of portfolio impaired</li><li>• 80% collection ratio</li><li>• 70% Investees paid within 45 business days after commitment</li><li>•</li></ul>



SUMMARY OF ENTITIES’ 2024/25 REVISED ANNUAL PERFORMANCE PLANS

Entity	NGB	NLC	NMISA	NRCS
Key planned activities	<ul style="list-style-type: none"><li>• One (1) consolidated report on Section 53 economic transformation in the mainstream gambling industry produced</li><li>• One (1) consolidated report on technical compliance of gambling games, machines and devices produced</li><li>• Facilitated R2.5 billion revenue generation in the Limited Payout Machines (LPM) industry</li><li>• 100% evaluations of Provincial Licensing Authorities (PLA) compliance with gambling legislation conducted</li><li>• Four (4) advisory notes on uniformity in relation to gambling legislation</li><li>• 100% of targeted investigations completed on the circumstances of illegal gambling activity to contribute to the reduction of illegal gambling.</li><li>• Four (4) enforcement interventions to protect the gambling industry through raids initiated and cases registered with the SAPS</li><li>• One (1) consolidated report on research on the impact of the gambling industry for informed</li><li>• R160 million committed to procure local goods and services</li></ul>	<ul style="list-style-type: none"><li>• 3,000 jobs created or retained by funded NPOs/Grantees</li><li>• Conduct 90 education and awareness engagements nationally</li><li>• Implement phase 3 of the digital transformation strategy</li><li>• Redesigning and mapping new business processes</li><li>• 25% reduction in timelines for payment of grantees</li><li>• 100% of National Lottery and Sports Pools Licence conditions monitored</li><li>• National and Provincial Gambling Boards engaged to enhance collaboration on regulatory matters</li><li>• The Fourth National Lottery and Sports Pools Licensing Process managed</li><li>• 100% monitoring of eligible funded projects</li><li>• Implement 9 structured capacity building programs nationally</li><li>• Allocation of 50% of the planned research-based funding budget</li><li>• 3,000 jobs created or retained by funded NPOs/Grantees</li><li>• 90% of applications adjudicated within 150 days</li></ul>	<ul style="list-style-type: none"><li>• 6 SI Units (International system of units) realised</li><li>• 87% of metrological services offered covered by Calibration and Measurement Capabilities (CMC's)</li><li>• 2 New and improved NMS and reference materials and reference methods</li><li>• 20 Inter -laboratory Comparisons (ILCs ) and Proficiency Testing Schemes (PTS) initiated, administered, or participated in by NMISA (participation in the activities of regional metrology organisations)</li><li>• Achieve more or equal to 5% of the annual real revenue growth rate (adjusted for inflation)</li><li>• Diversification of revenue streams: 5% revenue earned in new categories of sources</li><li>• 6 interns appointed</li><li>• 3% of clients served in geographical areas outside main metros</li><li>• One staff leading new external collaborative agreements</li><li>• Maintain visibility of NMISA in South Africa and the region</li><li>• 2 outreach activities to entities within SEZs and outside main metropolitan areas</li></ul>	<ul style="list-style-type: none"><li>• 4 Compulsory Specifications/ Technical Regulations submitted to the dtic for 1st or 2nd gazette</li><li>• 100% of all Impact Assessments on Compulsory Specification finalised within 12 months from the date project is approved</li><li>• 20875 Inspections conducted as per the NRCS Risk Based Approach to monitor compliance to regulations within the Automotive, Chemicals Materials and Mechanicals (CMM), Electro-technical and Legal Metrology Sectors</li><li>• 100% Inspections conducted on locally produced, imported and exported canned fishery and meat product consignments.</li><li>• 2562 Inspections conducted on locally produced fishery products (live, chilled and frozen), processed meat products, retail, fishery and meat processing factories and vessels as well as fishery and meat retail inspections.</li><li>• 6 Joint Inspections in collaboration with SARS, SAPS and other regulators to reduce prevalence of illicit trade/non-compliant goods entering South Africa through targeted group raids/blitz inspections – the target will be 6 joint inspections.</li><li>• Implement the approved framework and provide support to qualifying SMMEs in the 2025/26 financial year.</li></ul>

SUMMARY OF ENTITIES’ 2024/25 REVISED ANNUAL PERFORMANCE PLANS

Entity	SABS	SANAS	TRP
Key planned activities	<ul style="list-style-type: none"><li>• Publish 360 standards</li><li>• Publish 80% of standards aligned to the re-imagined priority sectors</li><li>• Develop one (1) new Certification Scheme</li><li>• Roll out Planning and Scheduling tool to 10 laboratories</li><li>• Maintain all Accreditations for Laboratory and Certification products and services</li><li>• Map 80% of key business process</li><li>• Implement 40% of approved Infrastructure Plan</li><li>• Implement 30% of the ICT Digital Transformation plan</li><li>• Achieve 5% Operating Margin of the SABS Group</li><li>• Attain 5% Net Cash from Operations as a percentage of cash receipts of the SABS Group</li><li>• Achieve 5% Year-on-Year Growth in revenue of the SABS Group</li><li>• 60 interns appointed</li></ul>	<ul style="list-style-type: none"><li>• Undertake engagements with SEDA on possible interventions to support the growth and sustainability of SMME's</li><li>• Engagements with relevant stakeholders to address challenges related to legislative and reporting requirements on BBBEE</li><li>• Accreditation fees for 2025/26 FY increased by at least 1 percent below CPI</li><li>• At least 90% of the AFRAC Secretariat's Annual Performance Plan implemented</li><li>• At least 90% of the SADCA Secretariat's Annual Performance Plan implemented</li><li>• All eligible payments processed within an average of 19 days</li><li>• 1 new Accreditation Programme initiated in collaboration with SAHPRA (Technical dossier evaluation)</li><li>• Conformity Assessment Bodies (CABs)</li><li>• Certificates and scopes of accreditation issued within 13 working day on average, after completion of approvals process</li></ul>	<ul style="list-style-type: none"><li>• 100% of decisions and rulings in relation to affected transactions issued within 5 working days.</li><li>• 100% of matters where the person undertaking the investigation, depending on the complexity of the subject matter of the investigation, issues their report in terms of section 170 within (i) 1 month for simple investigations, and (ii) 4 months for complex investigations, subject to the discretion of the Executive Director whether the investigation period ought to be extended or not.</li><li>• Maintain global best practices, by participating in the Asia-Pacific Takeovers Regulators' Forum and visits the Security Industrial Council (SIC) which is the takeovers regulator in Singapore on a bilateral basis to share learnings of regulation of takeovers in our respective jurisdictions</li><li>• 60% of procurement awarded to service providers with Level 4 and above B-BBEE accreditation</li><li>• Conduct a guest lecture on Takeover law to Master's students at University of the Johannesburg</li><li>• 100% of all Panel documents are filed using the document management system.</li></ul>