

**INTERNATIONAL TRADE ADMINISTRATION  
COMMISSION OF SOUTH AFRICA**

**ANNUAL PERFORMANCE PLAN 2022/2023**

February 2022

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## ABBREVIATIONS AND ACRONYMS

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

## EXECUTIVE AUTHORITY STATEMENT

The Annual Performance Plan (APP) identifies the outputs, output indicators and targets that an entity aims to achieve in the new financial year. The Executive Authority is responsible for providing direction on the development and implementation of policies and strategic priorities of entities in line with their respective mandates, and to ensure the APP is aligned to government's priorities.

The environment in which the APPs of the Department of Trade, Industry, and Competition and our entities have been formulated remains challenging, given the impact of the COVID-19 pandemic, the July 2021 unrest and more recently the Russia/Ukraine war. At the same time, determined efforts by the Administration has seen signs of economic recovery and greater investor confidence in economic prospects. In this light, Government's priority focus continues to be the recovery of growth, investment and employment, guided by the Economic Recovery and Reconstruction Plan adopted in 2020, and the tasks outlined by President Ramaphosa in the 2022 State of the Nation Address.

This APP is expected to take forward the strategic shift initiated in 2021/2022 toward strengthened implementation and impact of dtic's work, through greater integration of efforts within the department and our entities, guided by shared, crosscutting outcomes and joint performance indicators. In this regard, the work of the dtic and the entities will be evaluated in relation to three over-arching Outcomes (which incorporate the previous "Joint-KPIs") namely Industrialisation; Transformation; and Capable State (Implementation/ Effective Delivery). In this way these Outcomes more deliberately and directly inform respective outputs and KPIs of the department and entities.

In turn, the scope of the outputs collectively still encompass the identified dtic's priorities, which include among others, the work of sector masterplans, initiatives to boost levels of investment and localisation in the economy, expanding trade within the continent, enabling better local economic development, supporting the growth of new industries (in the green economy and through beneficiation) and building a capable state, in particular addressing red tape as prioritised by the President in the 2022 State of the Nation Address.

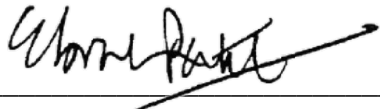
Every entity in the dtic has been requested to align their APPs to the three outputs, it being recognised that a particular entity's core business links more clearly and strongly to one or the other of the overarching Outcomes, than to others.

This APP represents the outcome of the work done by the International Trade Administration Commission. Following the tabling of the APP by the dtic itself, each entity of the Department will be expected to consider such additional refinement and additions to be made and following completion of the review, such an addendum to this APP may be submitted in due course after the tabling.

This APP is therefore not about many new objectives but rather on a new way of implementation, with the focus on integration, to enhance the development impact of the work.

I accordingly table the APP for 2022/23 in accordance with the request by the Speaker.

I wish to thank the management and governance structures for the work done and wish them well in executing the APP and aligning their work to government's overall programmes and priorities.

A handwritten signature in black ink, appearing to read 'Ebrahim Patel', written over a horizontal line.

Ebrahim Patel

Minister of Trade, Industry and Competition

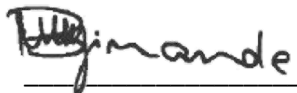
Date: 31 March 2022

## **ACCOUNTING OFFICER STATEMENT**

This Annual Performance Plan for 2022/2023 has been developed by the International Trade Administration Commission of South Africa (ITAC) and identifies the key performance indicators and targets that the organisation will seek to achieve consistent with its Strategic Plan.

The Plan aims to enhance the interconnection between organisational goals and performance, enabling effective oversight.

ITAC is committed to the successful implementation of the Plan.



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**MELULEKI NZIMANDE**

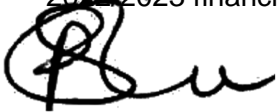
**CHIEF COMMISSIONER**

**DATE: 31/03/2022**

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of ITAC under the guidance of the Chief Commissioner;
- was prepared in line with the Strategic Plan of ITAC; and
- accurately reflects the performance targets which ITAC will endeavour to achieve given the resources made available in the budget for the 2022/2023 financial year.



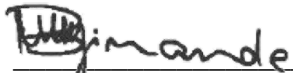
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**PHILLIP SEMELA**  
**GENERAL MANAGER: CORPORATE SERVICES**  
DATE 31/03/2021



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**DUMISANI MBAMBO**  
**DEPUTY CHIEF COMMISSIONER**  
DATE 31/03/2022



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**MELULEKI NZIMANDE**  
**CHIEF COMMISSIONER**  
DATE 31/03/2022

**APPROVED BY:**



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**MR EBRAHIM PATEL**  
**MINISTER OF TRADE, INDUSTRY AND COMPETITION**  
DATE 31 March 2022

# PART A: MANDATE

## 1. Legislative and policy mandates

### 1.1 Legislative mandate

ITAC is a creature of statute established in terms of section 7 of the ITA Act. The object of the ITA Act, 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 Area<sup>1</sup> by establishing an efficient and effective system for the administration of international trade, subject to the ITA Act and the SACU Agreement<sup>2</sup>. The core functions of ITAC are to conduct customs duty investigations, trade remedy investigations, and import and export control. ITAC provides technical advice and support to various stakeholders, including the Department of Trade, Industry and Competition (DTIC) and Department of Agriculture, Land Reform and Rural Development (DALRRD).

### 1.2 Policy mandate

ITAC executes its mandate within a set legal framework. However, the execution of its core functions is subject to certain policy imperatives set out in the National Development Plan (including the Economic Reconstruction and Recovery Plan), the New Growth Path (NGP), the Industrial Policy Action Plan (IPAP) and South Africa's Trade Policy and Strategy Framework (TPSF). At the start of the sixth administration, the President, Mr Cyril Ramaphosa, called for a re-imagined industrial strategy. In terms of this call, the sixth administration would focus on, *inter alia*:

- promoting private investment and energise the state to boost economic inclusion;
- strengthening the capability of the state in order for it to effectively play its role to ensure delivery of basic services and critical infrastructure, to regulate in a manner that creates equitable access to opportunities, and to allocate resources to ensure that the most vulnerable in society are protected;

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<sup>1</sup> The combined areas of the Member States of SACU, namely, South Africa, Botswana, Eswatini, Lesotho and Namibia.

<sup>2</sup> The Southern Customs Union Agreement of 2002.



- prioritisation of economic sectors that have the greatest growth potential;
- development and implementation of sector master plans developed in collaboration with business and labour;
- expansion of the agriculture and agro-processing sector by supporting key value chains and products, the development of new markets and reduction in reliance on agricultural imports;
- supporting the mining industry by developing markets for South African minerals through targeted beneficiation, reduced costs of inputs, and increased research and development;
- spatial interventions like special economic zones, reviving local industrial parks, bringing economic development at local level;
- growth of value-added exports to the rest of the African continent and the world with particular focus on the African Continental Free Trade Area to grow South Africa's manufacturing base;

When the President made this call, South Africa's economic performance had been lack lustre for many years. In 2020 and 2021 the economic performance weakened further due to the adverse effects of the Covid-19 pandemic and the unrest in KwaZulu-Natal and Gauteng in July of 2021. In response to this situation, the Government, working in collaboration with Organised Labour, Business and Community Stakeholders at NADLEC, developed the Economic Reconstruction and Recovery Plan accelerate economic recovery and inclusive growth. The State of the Nation Address (SONA) delivered by the President on 10 February 2022 reaffirmed the Economic Reconstruction and Recovery Plan as the foundation upon which further interventions will be based. In this speech, the President drew attention to the priorities identified in the 2021 SONA as follows: overcoming the Covid-19 pandemic; massive rollout of infrastructure; substantial increase in local production; an employment stimulus to create jobs and support livelihoods and the rapid expansion in energy generation.

The international trade environment globally continues to undergo profound changes, with the rules-based multilateral trading system hitherto governed through the World Trade Organisation facing an existential crises following unilateral and protectionist action taken by the United States of America (US) and reaction there to by the People's Republic of China and the European Union. The new administration in Washington, US, under the leadership of President Joseph Biden may bring some change. Closer to home, South Africa is also dealing with an impasse within the Southern African Customs Union (SACU). The major challenges emanate from the lack of policy harmonisation and coordination among the SACU Member States. South Africa, being the largest economy in SACU, uses tariffs to support its industrial policy objectives. By contrast, the other SACU Member States use tariffs for fiscal purposes.

The NDP sets out a coherent and holistic approach to confronting unemployment, poverty and inequality, which is based on six pillars. One pillar (faster and more inclusive economic growth) has specific importance for ITAC and its mandate. It recognises the need for accelerating growth in gross domestic product (GDP) so that unemployment and inequality can be reduced, and for creating a more inclusive society. The Economic Reconstruction and Recovery Plan seeks to infuse urgency in efforts to attain these goals.

The TPSF outlines how trade policy and strategy in South Africa can make a contribution to meeting the objectives of growing and diversifying the country's economic base in order to produce and export increasingly sophisticated, value-added products in order to create employment. The IPAP sets out a range of horizontal and specific interventions aimed at promoting industrial development and inclusive growth in South Africa.

Together, the NGP, IPAP and the TPSF favour a developmental or a strategic approach to tariff setting. In terms of this approach there is no *a priori* inflexible determination to either reduce or increase tariffs. The focus is on outcomes, being: increasing domestic production, job retention and creation, investment as well as international competitiveness. ITAC applies tariffs as an instrument of industrial policy in a manner that seeks to achieve set economic goals. In this regard, ITAC selectively uses tariffs to contribute to efforts to combat the persistent high levels of unemployment. The dynamics of each sector determine the appropriate levels of tariffs. Investigations are conducted on a case-by-case basis, within the relevant statutes and regulation, and in line with South Africa's policy objectives, having regard to WTO rules. Generally, tariff support is provided to downstream value-adding activities. Selective tariff increases on upstream products are considered for strategic reasons such as where the existence of an upstream producer is key to the existence and sustainability of a downstream, value-adding industry or a major sector of the economy.

IPAP identifies agro-processing and its upstream sector as critical drivers of inclusive growth in the South African economy (particularly the rural economy), with very significant job creation potential. Government's recognition of the importance of agriculture (including agro-processing) is apparent in the NDP and the Agricultural Policy Action Plan. ITAC will have to carefully apply tariff policy to support growth initiatives in agriculture (having regard to the different sector masterplans) in a manner that strikes a delicate balance between the country's food security needs and the potentially inflationary effect of tariffs on basic food products.

IPAP also focuses on the growth potential of the pharmaceutical industry. South Africa is largely dependent on imports to meet demand for most of its pharmaceutical products. According to the DTIC, the pharmaceutical industry has substantial potential for growth. For this reason, the DTIC calls for the use of trade measures to support this industry. The DTIC envisages a review of the tariff book and an engagement with the pharmaceutical industry to identify tariff lines that may be reviewed in order to support the localisation of the production of certain pharmaceutical products. ITAC will have to approach tariff setting on pharmaceutical products with care in view of the need to balance localisation objectives and with the availability of critical medication at affordable prices to consumers.

Master plans have been created for the clothing, textile, footwear and leather (CTFL), poultry, steel, automotive, furniture, water and sanitation, cannabis, chemicals and sugar sectors. Key elements of such plans include tariff support and other support in the form of other trade instruments, and ITAC will play its role in this regard so as to contribute to the successful implementation of such plans.

One of the more significant threats to the economy and job creation is the illicit economy. Some importers under-declare the value of their goods or make false declarations of the goods they are trading in. Some misuse certain rebates created to support local manufacturing by allowing duty free importation of certain inputs in order to support local value-adding manufacturing, and consequently job creation and/or retention. This is particularly so in the CTFL industry.

For example, one of the second hand clothing rebate provisions permits the importation of certain worn clothing duty-free for purposes of manufacturing wiping rags. The imported worn clothing and other worn articles of textile material must show signs of appreciable wear in order to qualify under this rebate provision. The other rebate provision allows used overcoats to be imported under partial rebate. This rebate provision was created to assist people with relatively low income and those that are unemployed to have access to affordable winter wear especially during the cold winter seasons. ITAC and SARS bear the responsibility of administering, policing and enforcing the requirements of these rebate provisions. There has been considerable abuse of these rebates and ITAC and SARS have found it increasingly difficult to administer them and to stem the abuse. The consequence is the importation of these articles in competition with locally manufactured articles. As many local manufacturers find it difficult to compete with such low priced or illegal imports, they were forced to close or restructure operations, often resulting in the loss of jobs. These challenges continue to be addressed.

ITAC is part of the Inter-Agency Working Group (IAWG)<sup>3</sup> formed to combat the illicit economy, with an immediate focus on illicit trade in scrap metal, gold and clothing, textiles, footwear and leather (CTFL). The work of the IAWG is critical and marks the intensification of the fight against the illicit economic activities in South Africa and SACU.

On the export front, some scrap metal exporters circumvent or disregard the Price Preference System (PPS). The PPS is Government's programme which is intended to ensure the availability of good quality scrap metal to local consumers. ITAC, working with SARS and the South African Police Service (SAPS) – Directorate for Priority Crimes Investigations (HAWKS) have taken action to address this problem and continue to do so. Whereas there has been some success in relation to illicit trade in scrap metal, efficacy of the PPS remains in question, as a result the Minister of Trade, Industry and Competition has instructed ITAC to investigate whether it would be appropriate for the PPS to be replaced with an export duty. The export duty was implemented on 1 March 2021 at zero duty, and was raised to full duty for ferrous and non-ferrous scrap metal in August 2021. The PPS has however, been extended for two years. There are concerns that the *ad valorem* duties as imposed by SARS may not be as effective as the proposed specific duties.

On 15 March 2020, the Minister of Cooperative Governance and Traditional Affairs declared a national state of disaster in response to the outbreak of the Covid-19 pandemic. (See Government Gazette No. 43096). On 25 March 2020, the Department of Trade, Industry and Competition designated ITAC as an essential service. As part of government's efforts to combat the spread of Covid-19, the exportation of certain critical goods became subject to an export permit administered by ITAC. This programme continues although the export regulations have been eased to reduce the scope of goods under export control. On the import side, ITAC administered rebate permits, which make it possible to import certain critical goods free of duty. This programme has been discontinued, except for the issuance of a VAT certificate, which waives VAT on the importation of Covid-19 vaccines. The purpose of the interventions was to ensure that the country has sufficient quantities of critical goods, mindful of the reliance of SACU, SADC and other African states on South Africa for the supply of these goods. Following the unrest which broke out in KwaZulu-Natal and Gauteng in July 2021 a duty free import programme was instituted in support of local manufacturers which were adversely affected by the unrest.

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<sup>3</sup> The Inter-Agency Working Group (IAWG) consists of officials from the DTIC, ITAC, NT, SARS.

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

International trade constitutes one of the major components of domestic growth and development and therefore changes in global economic conditions have an immense impact on the local economy. As indicated earlier, in executing its core functions, ITAC is bounded by policy imperatives as set out in, among others, the following policy documents:

- National Development Plan (NDP), having regard to the Economic Reconstruction and Recovery Plan;
- New Growth Path (NGP);
- Industrial Policy Action Plan (IPAP), having regard to the Reimagined Industrial Policy; and
- South Africa's Trade Policy and Strategic Framework (TPSF).

The NDP is a long-term vision and plan for the country. The core priorities of the NDP are to reduce poverty, unemployment and inequality.

It informs the Medium Term Strategic Framework (MTSF) priorities, which is government's NDP five-year implementation plan. The intention behind the Economic Reconstruction and Recovery Plan is to accelerate economic recovery following the adverse impact of Covid-19. The purpose of the NDP Five Year Implementation Plan is to inform the development agenda of government. It allows for the co-ordination and alignment of priorities across spheres of government.

In light of the above, the table below provides a summary of selected strategic thrusts identified for the period 2022/23 – 2024/25. These constitute the key issues that ITAC has taken into account in formulating actions for achieving its vision and mission.

**Table 1: Strategic drivers**

Strategic Drivers	Indicated Actions
Positioning: Continued relevance in changing economic, trade and industrial policy environments.	<ul style="list-style-type: none"> <li>• Impact Assessments/Reviews/Reciprocal commitments</li> <li>• Technical advice in bilateral, multilateral and WTO trade negotiations beyond Africa.</li> <li>• Monitoring trade flows to identify threats and opportunities.</li> <li>• Effective participation in regional trade negotiations (SACU, SADC and AfCFTA).</li> <li>• Collaboration with the DTIC Sector Desks and contribution to assessment of policy effectiveness.</li> </ul>
Compliance with multilateral, bilateral, regional and domestic legislation.	<ul style="list-style-type: none"> <li>• ITA Act.</li> <li>• Customs and Excise Act, 91 of 1964.</li> <li>• ITAC Regulations.</li> <li>• Promotion of Administrative Justice Act.</li> <li>• Relevant Acts in the Public Service.</li> <li>• Constitution.</li> <li>• World Trade Organisation (WTO) Agreements.</li> <li>• SACU Agreement.</li> <li>• Bilateral Trade Agreements.</li> </ul>
Review of domestic law and practice.	<ul style="list-style-type: none"> <li>• Review of the ITA Act.</li> <li>• Review Tariff, Trade Remedies and Import and Export Control Regulations.</li> </ul>
Efficiency and Effectiveness	<ul style="list-style-type: none"> <li>• Aligning business support to the core functions.</li> <li>• Improved service delivery – remove red tape.</li> <li>• Monitoring and evaluation.</li> <li>• Research and development capacity upgrading.</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Sound financial management and accounting.</li> <li>• Good governance.</li> </ul>
Strategic, technical and organisational capacity	<ul style="list-style-type: none"> <li>• Integrated performance management, development and enhancement.</li> <li>• Recruitment, selection, retention and skills development.</li> <li>• Organisational development.</li> </ul>

### **3. Relevant Court Rulings**

The following are recent court rulings that have a significant, ongoing impact on operations or service delivery obligations for ITAC:

#### **3.1 SA METAL v ITAC and others (Case No's: 267/16 (SCA) and CCT77/2017 (Constitutional Court))**

This was a review of ITAC's decision to refuse certain applications by SA Metal for the exportation of ferrous scrap metal under the Price Preference System (PPS). They also challenged the lawfulness of ITAC's implementation of the PPS Guidelines. The judicial review was dismissed on the basis that it had become moot and this decision was upheld on appeal to the Supreme Court of Appeals, the Constitutional Court did not grant leave to appeal on the basis the matter lacked prospects of success. Although the merits of the case were not the determining factor, during the litigation it was determined that scrap metal should not be treated as a fungible and the specific scrap metal applied for should be available for inspection and potential sale to the domestic industry. This impacted the manner in which inspections / verifications are conducted and affected record keeping. It was as a result of this litigation that ITAC's administrative and decision making process was enhanced in line with the Promotion of Administrative Justice Act No 3 of 2000 (PAJA), in that ITAC had thereafter implemented an internal appeal process for all preliminary rejected applications.

#### **3.2 MINGS DISTRIBUTORS CC v ITAC & OTHERS (Case No: 42086/2016) (Constitutional Court)**

This was a review of ITAC's decision to refuse an application by Mings Distributors for a permit, which rebates customs duties on imported worn clothing under rebate item 311.18 used for cutting and processing into industrial wiping rags and cleaning cloths. ITAC's reasons for refusal were based on various non-compliance related factors. The application was also deficient and contained certain unsupported declarations. The judicial review was dismissed on the basis that it had become moot and this decision was upheld on appeal to the full bench of the High Court. Although the merits of the case was not the determining factor, it was emphasized at court that the principles enshrined in PAJA and the principle of legality require each application to be investigated and evaluated objectively and on the strength of its own merits.

Subsequent to the judgement of the full bench of the High Court, Mings Distributors applied for special leave to appeal at the Supreme Court of Appeals (SCA). Their application for special leave to the SCA was dismissed on the basis that it did not meet the requirements for special leave to appeal. Mings Distributors then approached the Constitutional Court seeking leave to appeal, their application was dismissed on the basis that it lacked reasonable prospects of success.

### **3.3 SHOPRITE CHECKERS v ITAC & OTHERS (Case No: 333/15) (High Court, Cape Town)**

This was a review application, challenging ITAC's recommendation to the Minister of Trade, Industry and Competition (the Minister) and the Minister's subsequent decision to increase the customs duties on frozen mussels. The application was dismissed. The impact of this litigation on operations was significant in that it caused ITAC to consider whether periods for comments as well as the content of notices were adequate to allow interested parties to properly respond. It also guided ITAC's operations in terms of self-initiated investigations and the parameters which needed to be developed on how to conduct such investigations. It was as a result of this litigation that ITAC's administrative and decision making process was enhanced in line with the PAJA, in that ITAC thereafter implemented a practice of issuing preliminary findings in tariff investigations to allow for public comment prior to a final decision being made.

### **3.4 Ambassador Duty Free (Pty) Ltd / Minister of Finance and Two Others 28368/2021 (High Court, Pretoria)**

This Case invalidates the power of the Minister of Finance to amend Schedules of the Customs and Excise Act on the grounds that the sections of this Act which provide for such power are unconstitutional and sets aside decisions of the Minister taken in the exercise of such power. The Minister of Finance and SARS are appealing this case.



## **PART B: STRATEGIC FOCUS**

### **4. SITUATIONAL ANALYSIS**

“A situational analysis represents scanning and assessment of the current organizational context, the external environment, and the environment within an organization. It includes assessment of internal resources and processes of a company and its activities in the market, the closest environment including demand and competition and many other factors (social, political and legal) which may influence the company’s business” (Brnjac and Tripunoski, 2016). This section broadly presents an analysis of ITAC’s external and internal environment.

#### **4.1 Analysis of the External Environmental**

According to the World Bank (2021), the COVID-19 pandemic has had a major impact on South Africa’s economy leading to a 6.4% contraction in 2020, as the pandemic weighed heavily on both external demand even as government implemented containment measures to curb the spread of the disease. This is against the backdrop of an economy that was already in a weak position when it entered the pandemic after a decade of low growth. In 2019, the economy grew by 0.1% partially caused by the resurgence of load shedding associated with operational and financial difficulties at the energy utility Eskom.

The National Treasury has revised the economic growth estimate for 2021 to 4.8%, from 5.1% at the time of the Medium Term Budget Policy Statement (MTBPS). The real GDP growth of 2.1% is projected for 2022, and over the next three years, the GDP growth is expected to average 1.8%. According to the National Treasury, this revision reflects a combination of changes in the global environment along with unique challenges facing South Africa. Commodity prices, which have supported the economic recovery, slowed in the second half of 2021. Industrial action in the manufacturing sector, and the re-emergence of load shedding, also slowed the pace of the recovery. Analysts suggest that stronger capital spending growth and a continued expansion in private consumption will support economic activity. That said, the still-high unemployment rate and elevated public debt stocks pose downside risks to the outlook.

On the global economic front, the World Bank reports that after rebounding to an estimated 5.5% in 2021, global growth is expected to decelerate to 4.1% in 2022, reflecting continued COVID-19 flare-ups, diminished fiscal support, and lingering supply bottlenecks. This will further soften to 3.2% in 2023, as pent-up demand wanes and supportive macroeconomic policies continue to be unwound. Although output and investment in advanced economies are projected to return to pre-pandemic trends in 2023, in emerging market and developing economies particularly in small states and fragile and conflict -afflicted countries, they will remain below pre-pandemic levels, owing to lower vaccination rates, tighter fiscal and monetary policies, and more persistent scarring from the pandemic (worldbank.org).

The outbreak of war in February 2022 between Russia and Ukraine is contributing to increases in prices for commodities, including oil, gold and others, which should have a positive impact in commodity producing economies. Increases in oil prices however present an upside risk to inflation. The war is expected to influence global investment flows, creating the possibility countries such as South Africa being viewed as less risky, which should see it attracting investment, including foreign direct investment.

The WTO's 21st Monitoring Report on G20 trade measures issued on 24 June 2019 shows that the trade coverage of new import-restrictive measures introduced during the period (October 2018 to May 2019) was more than 3.5 times the average since May 2012 when the report started including trade coverage figures. The report found that trade coverage of USD 335.9 billion during the period is the second highest figure on record, after the USD 480.9 billion reported in the previous period.

The Report shows that turbulence in global trade continued during the period. The previous period saw a record level of new measures introduced. Most of these measures remain in place and have now been added to by a series of new measures in the current period, which are also of a historically high level. In addition, several significant trade-restrictive measures are being considered for possible implementation at a later stage. This further compounds the challenges and uncertainty faced by governments, businesses and consumers in the current global economic environment.

In terms of numbers, the Report indicates that G20 economies implemented 20 new trade-restrictive measures between mid-October 2018 and mid-May 2019, including tariff increases, import bans and new customs procedures for exports. While fewer measures were introduced during this review period than in previous periods, the scale of those measures increased in terms of their trade coverage and the level of tariffs imposed. Covid-19 has added to complexity to the multilateral trading system as many countries have imposed restrictions on trade as part of their health and economic response to Covid-19.

According to the Report, a total of 29 new measures aimed at facilitating trade, including eliminating or reducing import tariffs, export duties and eliminating or simplifying customs procedures for exports were also applied by G20 economies. The trade coverage of the import-facilitating measures implemented during the review period is estimated at USD 397.2 billion, which is 1.8 times higher than in the previous G20 Report. At four new trade-facilitating measures per month, this is the lowest monthly average registered since 2012.

The Report states that for the first time since the beginning of the trade monitoring exercise, the number of initiations of trade remedy investigations by G20 economies is equal to the number of trade remedy actions terminated. Initiations of anti-dumping investigations continue to be the most frequent trade remedy action, accounting for more than three-quarters of all initiations. The monthly average of 12 initiations of trade remedy actions during the review period is the lowest registered since 2012. The trade coverage of trade remedy initiations (USD 18.4 billion) has fallen compared to the previous period. The trade coverage of trade remedy terminations recorded in the review period (USD 14.6 billion) is two and a half times higher than that reported in the previous G20 Report.

On regional integration, the Africa Continental Free Trade Agreement came into effect on 1 January 2021. This marks the beginning of a new era in intra-Africa trade and presents a significant market opportunity for SACU manufactured goods. It also presents a risk of transshipment where goods

originating from outside the continent may be imported duty free under the pretence that they were manufactured on the continent. In order to mitigate this risk, African countries, particularly South Africa which has a large manufacturing base, will have to enforce the Rules of Origin requirements. Closer to home, the SACU Council of Ministers in May 2006 extended the mandate of ITAC to conduct investigations on behalf of SACU in consultation with Botswana, Eswatini, Lesotho and Namibia (BELN). The role that ITAC plays on regional integration should be understood in the context of the focus in the region on, among others, infrastructure development, industrial capacity building, promotion of the establishment of regional supply chains, and trade facilitation.

Given its mandate and global and domestic developments, ITAC has managed to adapt to the complexities of a dynamic environment within which it operates. The knowledge accumulated from its administration of trade instruments across various sectors and industries including its administration of the Automotive Production and Development Programme (APDP), has positioned ITAC strategically to make a significant contribution to the development and implementation of the country's industrial policy. It should be noted that the APDP Phase II will take effect on 1 July 2021, with the objective of increasing South Africa's production volumes to 1% of global production with a 60% local content by 2035, whilst doubling employment across the value chain. As part of the Government's Re-imagined Industrial Policy, a number of industry Masterplans have been signed, including in the automotive sector, poultry sector, clothing, textile, footwear and leather sector, and sugar sector. ITAC contributed to the development of these masterplans and has an important role to play in their implementation. Work is ongoing to develop sector plans and ITAC will continue to contribute accordingly.

ITAC will continue to provide technical advice on its instruments in trade negotiations. The work of ITAC has to be adapted to take account of the impact of Covid-19 on trade and the economy. In this regard, as part of government's efforts to combat the spread of Covid-19, the exportation of certain critical goods became subject to an export permit administered by ITAC. On the import side, ITAC administered rebate permits which make it possible to import certain critical goods free of duty. The purpose of the interventions is to ensure that the country has sufficient quantities of critical goods, mindful of the reliance of SACU, SADC and other African states on South Africa for the supply of these goods.

Despite the challenging domestic and global environment in which it operates, ITAC will continue to discharge its mandate, particularly, to contribute to the creation of an environment supportive of investment, competitiveness, employment retention and creation, so as to support economic growth.

## 4.2 Analysis of the Internal Environment

ITAC is constituted of an administrative staff who execute day-to-day tasks of the Commission (including conducting investigations and processing permit applications) and Commissioners who decide on, *inter alia*, the outcomes of investigations. The ITA Act makes provision for a Chief Commissioner who serves as the Chief Executive Officer, the Deputy Chief Commissioner and a maximum of ten Commissioners who are appointed to serve on a full-time or part-time basis. There is currently a full-time Chief Commissioner and the Deputy Chief Commissioner, a part-time Chairman and nine part-time Commissioners (together referred to as the “Commission”). The Commission meets once a month to evaluate investigations conducted by employees and make recommendations to the Minister. The investigations tend to be highly technical and complex. The work of Commissioners is painstaking, requires the application of reason, rationality and discernment. ITAC’s organisational structure is attached (see **Annexures B and C**).

In the previous financial year, seven KPIs were introduced to focus the actions of the DTIC and its entities, in order to achieve a step-change in the performance of the South African economy consistent with the key objectives of the sixth administration. With the benefit of a year’s experience since the introduction of the seven KPIs and an evaluation of their impact, those KPIs have been consolidated into three. The purpose of this consolidation is to ensure that the sum of the actions of the DTIC in respect of the three KPIs, must “move the dial” in terms of the pace and nature of economic growth. Accordingly, three KPIs which will apply going forward are: i) Integrated Support to Drive Industrialisation and Growth; ii) Actions to Promote Transformation; and iii) Strengthening and Building a Capable State. Each KPI is discussed briefly below.

- **Integrated Support to Drive Industrialisation and Growth**

This requires the DTIC and entities collaborate with the private sector to:

- drive economic expansion domestically;
- leverage the African Continental Free Trade Agreement to drive South African exports into the rest of the continents;
- enhance the competitiveness of the South African economy and products.

- **Actions to Promote Transformation**

This element seeks for foster economic inclusion and equity. The DTIC and its entities should take steps which, *inter alia*:

- enable the new entrants to emerge in the various sectors so as to grow those sectors and by extension, the economy;
- enable increased participation of women, young people in the economy;
- support the black industrialists programme and other programmes which transform the pattern of economic participation and inclusion;
- contribute to change in the adversarial nature of relations between workers and company management so that sector plans reflect a collaborative effort of all relevant stakeholders.

- **Strengthening and Building a Capable State**

This element seeks to ensure that the DTIC and its entities are effective in discharging their mandates. The steps to be taken should ensure that the DTIC and each entity:

- are accessible to clients and render quick and effective service. This entails removing red tape, for example – i) review and simplify forms used to access services; ii) review and modify regulation to simplify and speed-up service delivery while protecting public interest and resources;
- coordinate actions with other stakeholders (internal and external) to optimise services and outcomes;
- are nimble and agile, a feature with would assist in responding to new and challenging situations;
- strengthen the quality and competence of employees;
- build a “can-do” culture;
- ensure accountability;
- build and entrench an anti-corruption culture.

As per ITAC’s legislative mandate, the core functions of ITAC are to conduct customs duty investigations, trade remedy investigations, and import and export control. A brief description of these functions is provided below.

#### **4.2.1 Customs Tariffs**

In terms of the IPAP and the TPSF, for sustained growth and development, South Africa cannot rely on the export potential of its mineral resources and other commodities alone. There is a need for diversification. This requires promotion of increased value addition into non-traditional tradable goods that compete in export markets as well as against imports. High value-added goods, besides being traded in dynamic high-growth markets, are also more labour-intensive. The NGP identifies manufacturing as one of the employment drivers.

Tariffs are an instrument of industrial policy and are applied in a manner that seeks to achieve set economic outcomes. ITAC’s tariff policy follows a developmental approach to tariff setting for both agricultural and industrial goods. This avoids a rigid blanket increase or blanket reduction in tariffs. ITAC’s recommendations are evidence-based and are made on a case-by-case basis, and take account of applicable policies, in particular industrial policy. The focus is on outcomes, being, increased domestic production and investment, job retention and creation, inclusive growth as well as international competitiveness. ITAC is paying increasing attention to measuring the outcomes of its interventions.

The majority of applications for tariff support and trade remedies relate to low-priced imports originating in emerging economies, especially in East Asia. Tariff support, in particular, for downstream value-adding and labour-intensive sectors is critical and ITAC generally provides such support as a matter of policy. However, difficult global market conditions for certain upstream inputs, particularly the global steel crisis, caused ITAC to recommend tariff increases on upstream products, albeit subject to reciprocal commitments and a monitoring mechanism. This was an exception. Ordinarily, ITAC seeks

to contribute to the reduction of the cost of production locally by reducing duties on primary and intermediate inputs into downstream labour-intensive manufacturing activities. Aluminium and stainless steel upstream products also benefit from tariff support.

An analysis of the trend of tariff increases since the establishment of ITAC, shows two distinct periods with differing trends. In the period 2003 to 2008, there was a downward trend in tariff levels. This trend is explained by government's policy approach and the relatively favourable economic conditions globally and domestically at the time. From 2009 onwards, an upward trend in tariff levels is evident as a result of the negative effects of the global economic crisis, domestic cost pressures and the shift towards developmental trade policies. Accordingly, the year 2012/13 saw the highest number of tariff increases since 2003. The total number of product specific tariff increases was nine in 2012/13, declining to six in 2013/14. For the year 2014/15, there were nine individual product tariff increases and seven in 2015/16. Finally, for the year 2016/17 there were seven tariff increases, eight in 2017/18, five in 2018/19, six in 2019/2020 and two in 2020/2021.

Tariffs applied on industrial goods, including those in sensitive sectors, are generally at the WTO bound rates or close thereto. Consequently, there is limited policy space for some of the industrial goods, including downstream steel products where tariff increases have been explored, to increase support to industries that are increasingly becoming subject to pressure from low-priced value-added imports. It will therefore be critical for affected industries to explore applying for trade remedies (which include safeguard measures) in order to obtain protection against unfair trade practises.

For agricultural goods, the tariff setting process has unique requirements and considerations. Subsidies offered in a number of countries to farmers affect global supply of agricultural products and have the effect of depressing world prices to the detriment of farmers in importing countries. This distortion in world prices is considered when determining an appropriate level of tariff for agricultural products. Further, account is taken of the profitability and interests of primary producers, value-added goods producers, and inflationary effects on consumers, particularly the poor.

In light of the weak global economic conditions and the relatively low economic growth forecast for South Africa, ITAC will continue to be under pressure to consider tariff support including rebates for domestic producers. These conditions require flexibility on the part of ITAC in addressing possible trade imbalances, failing which there will be adverse consequences for domestic producers and jobs as well as consumers. Further, to encourage domestic firms towards greater investment and employment, ITAC continues to intensify its focus on reciprocal commitments which applicants should make in exchange for tariff support and monitor adherence to those commitments.

There is a need for a more coordinated approach to ITAC's interventions.

ITAC continues to administer the Automotive Production and Development Programme (APDP), which replaced the Motor Industry Development Programme (MIDP) in 2013, through appropriate regulations and guidelines. The APDP is a production incentive scheme for the motor industry aimed at significantly growing production volumes in the specified motor vehicle industry, promoting value addition in the automotive component industry thus creating investment and employment opportunities across the automotive value chain. The APDP programme has four elements, and ITAC administers three of those elements namely; Tariffs, Production Incentive (PI) and Vehicle Assembly Allowance (VAA). The fourth element, Automotive Investment

Scheme (AIS), is administered by the DTIC. The programme was replaced by the APDP Phase II in July 2021 in line with the Automotive Masterplan. In line with the policy directive from the Minister of Trade, Industry and Competition, ITAC amended the existing legislation, regulations and guidelines in order to operationalise the policy.

#### **4.2.2 Trade Remedies**

ITAC administers three types of trade remedies, namely, anti-dumping, countervailing and safeguard measures. The use of trade remedies is consistent with the objects of the ITA Act, being to foster economic growth and development in order to raise incomes and promote investment and employment in South Africa and SACU. Trade remedies are used to combat unfair trade practices (anti-dumping and countervailing measures) and fair trade practices in cases of unforeseen surges in imports which cause or threaten to cause serious injury to local producers (safeguard measures).

Of the three types of trade remedies administered by ITAC, anti-dumping is traditionally the most frequently used, both globally and in South Africa. In the period 1995 to 2018, the Commission initiated 13 countervailing investigations, compared to the 231 anti-dumping investigations. In the years 2007 to 2018, only two countervailing investigations were initiated. In the period 1995-2021 nine safeguard investigations have been conducted as reported in the statistics of the WTO, more interest has been shown in this instrument since 2012 with investigations involving lysine, frozen potato chips, hot rolled steel, and cold rolled steel being conducted between that year and 2017. In 2018, ITAC conducted a safeguard investigation in relation to set-screws and hexagonal nuts. An investigation on frozen chicken portions in terms of the TDCA/EPA was initiated in 2016 and measures were imposed in 2018. No SG investigations were initiated or finalised in 2019. The Threaded Fasteners safeguard was finalised in 2020. ITAC conducted safeguard investigations on structural steel which was finalised in 2021 and on bolts which was finalised in 2022.

The investigation time frames applicable in respect of these instruments are critical as they are governed not only by domestic South African law but also WTO Agreements. In view of the relatively low bound rates to which South Africa committed itself under the WTO, and the fact that most tariffs are currently set at or close to the WTO bound rate, trade remedies have become important in levelling the playing field for local producers, and where appropriate, protecting them against unforeseen surges in imports which cause or threaten to cause serious injury. Communication with industry will be critical to alert them to the availability of these instruments.

ITAC plays a critical role in supporting the South African and SACU teams in trade negotiations. Litigation will continue to be a challenge in this complex and technical area of work. All jurisdictions active in this field have to contend with this reality. At a multilateral level, a major part of the WTO Settlement of Disputes procedures involves trade remedies cases. Enhancing the capacity of ITAC's legal unit and legal training for investigators will continue to be a priority. The importance of being procedurally and substantively compliant in carrying out trade remedies investigations cannot be overemphasised.

#### **4.2.3 Import and Export Control**

Import and Export control measures in a more globally integrated economy are limited to those allowed under the relevant WTO Agreements. Import control measures are essentially for health, safety, environmental and strategic reasons. In this regard, ITAC makes a contribution to the green economy.

In terms of the enforcement of standards and the curbing of illegal and fraudulent trade, ITAC has positioned itself to play a more strategic role with regard to import and export control measures and enforcement, collaborating with other government agencies as stated earlier. These actions have assumed greater importance as they now form part of the 2018 stimulus package announced by the President to boost economic growth. Mineral beneficiation has been identified as one of the areas where jobs should be created and this will require an alignment of ITAC's export control measures to give support to beneficiation. ITAC has strengthened its export control measures on scrap metal through the introduction of the PPS to promote investment and employment opportunities in the domestic metals beneficiation and fabrication industries. This followed the policy directive by the Minister leading the then Economic Development Department aimed *inter alia* at addressing a crisis in the country by seeking to ensure access to affordable good quality scrap metal by foundries and other consumer industries. Notwithstanding its limitations, this system has had some positive effect on South African metal manufacturing firms since its inception on 10 May 2013. The Minister renewed the policy directive after the initial term expired, and it is currently extended until 31 July 2023. The export duties on ferrous and non-ferrous scrap metal were implemented in March 2021 at zero percent *ad valorem* duty, and were raised in August 2021 to between 10 and 20 percent depending on the category of scrap metal.

The import and export control unit, like the rest of ITAC, has been affected by the shortage of financial resources and Covid-19.



## PART C: MEASURING PERFORMANCE

### 5. OVERVIEW OF 2022/23 BUDGET AND MTEF ESTIMATES

#### 5.1 Expenditure Estimates for Programmes and Sub-programmes

	2022/23	2023/24	2024/25
<b>Customs Tariffs Investigations (R thousand)</b>	<b>30 430</b>	<b>31 784</b>	<b>33 242</b>
Customs Tariff Reduction Investigations	4 565	4 768	4 986
Customs Tariff Increase Investigations	6 086	6 357	6 648
Customs Tariff Rebate Investigations	4 565	4 768	4 986
Customs Duty Rebate and Drawback permits	1 522	1 589	1 662
Automotive Production Development Programme	6 086	6 357	6 648
EPC	1 522	1 589	1 662
CSP	1 522	1 589	1 662
PRCC	1 522	1 589	1 662
Verifications	3 043	3 178	3 324

	2022/23	2023/24	2024/25
<b>Trade Remedies (R thousand)</b>	<b>19 680</b>	<b>20 556</b>	<b>21 518</b>
Trade Remedies Investigations	18 696	19 528	20 442
Provide technical advice to the dtic	984	1 028	1 076

	2022/23	2023/24	2024/25
<b>Import and Export Control (R thousand)</b>	<b>14 404</b>	<b>15 395</b>	<b>15 773</b>
Number of Import Control Permits Issued	2 881	3 079	3 155
Number of Export Control Permits Issued	2 881	3 079	3 155
Number of Scheduled Inspections	2 881	3 079	3 155
Number of Unscheduled Inspections	2 881	3 079	3 155
Number of Import and Export Investigations	2 881	3 079	3 155

	2022/23	2023/24	2024/25
<b>Administration</b>	<b>45 466</b>	<b>47 140</b>	<b>49 511</b>
Support services	43 193	44 783	47 035
Number of Impact Studies Conducted	2 273	2 357	2 476
Number of Trade Monitoring Reports Released	0	0	0
Provide Technical Advice to the dtic	0	0	0

	2022/23	2023/24	2023/24 % change	2024/25	2023/24 % change	2021/22
<b>Consolidated Expenses</b>	109 980	114 875	4.5%	120 044	4.5%	<b>108 380</b>
Customs Tariff investigations	30 430	31 784	4.4%	33 242	4.59%	29 958
Trade Remedies	19 680	20 556	4.5%	21 518	4.68%	19 760
Import and export control	14 404	15 395	6.9%	15 773	2.46%	14 477
Administration	45 466	47 140	3.7%	49 511	5.03%	44 185
<b>Revenue</b>	109 980	114 875	4.5%	120 044	4.5%	<b>108 380</b>
dtic Transfers	108 559	113 390	4.5%	118 493	4.5%	106 978
Interest received	1 198	1 252	4.5%	1 308	4.31%	1 182
Other income	223	233	4.5%	243	4.29%	220

## **6. ITAC's Programme Performance Information**

### **6.1 Customs Tariffs Investigations**

Purpose: promote, in a complementary manner, domestic production, job retention and creation, inclusive growth and international competitiveness.

#### **6.1.1 Sub-Programmes: Customs Tariff Reduction Investigations**

Purpose: Purpose: cost reduction and increase global competitiveness.

#### **6.1.2 Sub-Programmes: Customs Tariff Increase Investigations**

Purpose: promotion of sustainable economic development through the improvement of international competitiveness and optimal use of resources.

#### **6.1.3 Sub-Programmes: Customs Tariff Rebate Investigations**

Purpose: cost reduction of inputs; increase global competitiveness; and promotion of manufacturing activities within SACU.

#### **6.1.4 Customs Duty Rebate and Drawback permits**

Purpose: cost reduction of inputs; competitiveness in the export market.

#### **6.1.5 Automotive Production and Development Programme (APDP)**

Purpose: grow South African vehicle production to 1% of global output, increase local content in South African assembled vehicles to up to 60%, double total employment in the automotive value chain, improve automotive industry competitiveness levels to that of leading international competitors, transformation of the South African automotive industry through the employment of Black South Africans, upskilling of Black employees, empowerment of dealerships and authorised repair facilities, and substantially increasing the contribution of Black-owned automotive component manufacturers within the automotive supply chain and deepen value addition within South African automotive value chains.

#### **6.1.6 Sub-Programmes: EPC**

Purpose: improvement in global competitiveness of motor vehicle and component manufacturing industry.

#### **6.1.7 Sub-Programmes: CSP**

Purpose: increase production volumes in the automotive sector.

#### **6.1.8 Sub-Programmes: PRCC/PRC**

Purpose: promote value-addition by final manufacturers of qualifying motor vehicles, components and tooling in terms of the Production Incentive.

### **6.1.9 Sub-Programmes: Verifications**

Purpose: ensure compliance in order to safeguard the integrity of the programme.

## **6.2 Trade Remedies Investigations**

Purpose: Action against unfair trade and a surge of imports in order to sustain jobs, investment and industrialization and to enhance international competitiveness.

### **6.2.1 Preliminary determination decisions made within 6 months of initiation of Trade Remedy Investigation**

Purpose: turnaround times of preliminary made by the Commission.

### **6.2.2 Final determination decisions made within 10 months of initiation of Trade Remedy Investigation.**

Purpose: turnaround times of final determinations made by the Commission.

## **6.3 Import and Export Control**

Purpose: enforce health, environmental, security and safety, and technical standards that arise from domestic laws and International Agreements.

### **6.3.1 Number of Import Control Permits Issued**

Purpose: ensure that imported second hand goods do not destroy SACU manufacturing industry and ensure compliance with international agreements.

### **6.3.2 Number of Export Control Permits Issued**

Purpose: assist in enhancing beneficiation of goods prior to exportation; ensure compliance with the provisions of international agreements; assist in enhancing control over the outflow of goods regarded as being strategic in nature.

### **6.3.3 Number of Scheduled Inspections**

Purpose: ensure compliance with the provisions of the ITA Act, the Import and Export Control Regulations and conditions contained in rebate and import permits.

### **6.3.4 Number of Un-Scheduled Inspections**

Purpose: detect non- compliance with the ITA Act, Import and Export Control Regulations and import and export permit conditions.

### **6.3.5 Number of Import and Export Investigations**

Purpose: investigate instances where *prima facie* evidence of non-compliance with rebate and import/export permit conditions, the Regulations or the ITA Act is detected.

## **6.4 Monitoring and Evaluation**

Purpose: to ensure alignment of ITAC to the New Growth Path (NGP) and National Development Plan (NDP).

### **6.4.1 Number of Impact\ Reciprocal Commitment Studies Conducted**

Purpose: ensure that ITAC's trade instruments are efficiently and effectively utilised towards the realisation of the NGP targets. This indicator also gauges the performance of beneficiaries of tariff and rebate supports against the policy objectives of government for which the applicants have committed to.

### **6.4.2 Number of Trade Monitoring Reports Released**

Purpose: monitor and evaluate trade flows from time to time in order to identify opportunities and risks in priority sectors.

### **6.4.3 Integrated Support to Drive Industrialisation and Growth**

Purpose: To report on ITAC's contribution to building dynamic firms through a combination of efforts in partnership with the private sector, focusing on opportunities to grow in the domestic market (through localisation-promotion policies, sector partnerships, beneficiation, promoting the green economy and fostering higher levels of investment); fostering higher levels of African economic integration through the African Continental Free Trade Area (AfCFTA) and building a wider export market for SA-products; with supply-side reforms to build competitiveness.

### **6.4.4 Actions to Promote Transformation**

Purpose: To report on ITAC's contribution to building economic inclusion and equity transformation programmes in three broad areas: first addressing structural challenges to growth through active competition policies, particularly where the concentration levels in markets limit new entrants and small and medium businesses; second, policies that promote spatial transformation, enabling more balanced growth between rural and urban and between provinces; and third, strengthening the inclusive/transformation in the quality of growth, including broadening ownership and more inclusive corporate governance models.

### **6.4.5 Strengthening and Building a Capable State**

Purpose: To report on ITAC's contribution to building a new culture of partnership in the economy, characterized by greater responsiveness and nimbleness by the Department and entities, which includes reviewing internal processes and legislation/regulations that make it harder for small businesses and investors to grow their businesses (and replacing these with smart regulation that achieves key public policies in the least bureaucratic manner possible).

## **6.5 Provide Technical Advice to the dtic**

Purpose: provides technical support on ITAC's instruments to the dtic in relation to the Multilateral, Regional and Bilateral Trade Negotiations on behalf of South Africa.

### **6.5.1 Percentage of formal submissions written to the dtic relative to requests received.**

Purpose: investigate instances where prima facie evidence of non-compliance with rebate and import/export permit conditions, the Regulations or the ITA Act is detected.

### **6.5.2 Percentage of attendance of the dtic arranged multilateral, regional and bilateral negotiations.**

Purpose: investigate instances where prima facie evidence of non-compliance with rebate and import/export permit conditions, the Regulations or the ITA Act is detected.

## **6.6 Developed and reviewed policies and regulations in respect of trade instruments.**

Purpose: developed and reviewed policies and regulations in respect of trade instruments.

## OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Efficient administration of trade instruments: customs tariffs.	Customs Tariff Investigations	Final decisions made within 6 months on Custom Tariffs Reduction Investigations	100% of the final decisions within 6 months.	100% of the final decisions within 6 months.	100% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.
		Final decisions made within 6 months on Custom Tariffs Increase Investigations	43% of the final decisions within 6 months.	13% of the final decisions within 6 months.	30% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.
		Final decisions made within 6 months on Custom Tariffs Rebate Investigations	62% of the final decisions within 6 months.	88% of the final decisions within 6 months.	55% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.	80% of the final decisions within 6 months.
	Customs Duty Rebate and Drawback permits	Customs Duty Rebate and Drawback permits issued within 14 days.	95% of the issued permits were within 14 days.	95% of the issued permits were within 14 days.	96% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.
	Automotive Production Development Programme (APDP)	Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	96% of the certificates were issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	97% of the certificates were issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	99% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		Company Specific Percentages (CSPs) issued within 10 working days	New Indicator	New Indicator	100% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days
		Production Rebate Credit Certificates/Production Rebate Certificates (PRCCs/PRCs) issued within 30 days.	98% of the certificates issued were within 30 days.	94% of the certificates issued were within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.
		APDP Verifications completed within 90 days.	96% of the verifications finalised were completed within 90 days.	94% of the verifications finalised were completed within 90 days.	89% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.
Efficient administration of trade instruments: trade remedies.	Trade Remedies Investigations	Preliminary determination decisions made within 6 months of initiation of Trade Remedy Investigation.	100% decisions made within 6 months of initiation.	33% of decisions were made within 6 months of initiation.	100% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.
		Final determination decisions made within 10 months of initiation of Trade Remedy Investigation.	100% decisions made within 10 months of initiation.	50% of decisions were made within 6 months of initiation.	0% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.



Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Effective administration of trade instruments: Import and Export Control.	Import Control Permits	Number of Import Control Permits issued	19267	18785	17066	16000	16000	16000	16000
	Export Control Permits	Number of Export Control Permits issued	15183	15158	19271	12000	12000	12000	12000
	Enforcement (Scheduled Inspections) -	Number of Scheduled -Inspections conducted.	466	683	66	120	120	120	120
	Enforcement (Un-Scheduled Inspections) -	Number of Un-scheduled - Inspections conducted.	2094	2911	649	1800	1800	1800	1800
	Enforcement (Investigations)	Number of Import and Export investigations conducted.	18	26	7	12	12	12	12
Provide Technical Advice to the dtic.	Formal submissions written to the dtic depending on requests received.	Percentage of formal submissions written to the dtic relative to requests received.	New Indicator	New Indicator	Formal submissions written to dtic for 100% of formal requests received.	Formal submissions written to dtic for 80% of requests received.	Formal submissions written to dtic for 80% of requests received.	Formal submissions written to dtic for 80% of requests received.	Formal submissions written to dtic for 80% of requests received.
	Attendance of the dtic arranged multilateral, regional and bilateral negotiations.	Percentage of attendance of the dtic arranged multilateral, regional and bilateral negotiations.	ITAC attended 100% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 100% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 100% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations
Monitoring and Evaluation	Impact\ Reciprocal Commitment Studies	Number of Impact Studies conducted.	8 Reports issued	4 Reports issued	2 Reports issued	4 Reports issued	4 Reports issued	4 Reports issued	4 Reports issued

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Trade monitoring	Trade monitoring Reports released.	2 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued
	Reports on Integrated Support to Drive Industrialisation and Growth	Reports released on ITAC's contribution to Integrated Support to Drive Industrialisation and Growth	New indicator	New indicator	New indicator	4 Reports issued	4 Reports issued	4 Reports issued	4 Reports issued
	Reports on Actions to Promote Transformation.	Reports released on ITAC's contribution to Actions to Promote Transformation.	New indicator	New indicator	New indicator	4 Reports issued	4 Reports issued	4 Reports issued	4 Reports issued
	Reports on Strengthening and Building a Capable State.	Reports released on ITAC's contribution to Strengthening and Building a Capable State.	New indicator	New indicator	New indicator	4 Reports issued	4 Reports issued	4 Reports issued	4 Reports issued
	Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Reviewed Safeguard Regulations (Not submitted to minister for approval)	Reviewed Anti-dumping Regulations were submitted to the Chief Commissioner and forwarded to the dtic.	Safeguard regulations were not submitted to the minister for approval	Reviewed Safeguard Regulations (Submitted to minister for approval)	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)

## **INDICATORS, ANNUAL and QUARTERLY TARGETS**

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations
Final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations
Final decisions made within 6 months on Custom Tariffs Rebate Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebate Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebate Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebate Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebate Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebate Investigations
Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days
Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.
Company Specific Percentages (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.
Production Rebate Credit Certificates/Production Rebate Certificates (PRCCs/PRCs) issued within 30 days.	80% of the certificates (PRCC/PRC) issued within 30 days.	80% of the certificates (PRCC/PRC) issued within 30 days.	80% of the certificates (PRCC/PRC) issued within 30 days.	80% of the certificates (PRCC/PRC) issued within 30 days.	80% of the certificates (PRCC/PRC) issued within 30 days.
APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations
Final determinations decisions made within 10 months of initiation of Trade Remedy Investigations	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.
Number of Import Control Permits issued	16000	4000	4000	4000	4000
Number of Export Control Permits issued	12000	3000	3000	3000	3000
Number of Scheduled - Inspections conducted.	120	30	30	30	30
Number of Un-scheduled - Inspections conducted.	1800	450	450	450	450
Number of Import and Export investigations conducted.	12	3	3	3	3
Percentage of formal submissions written to the dtic relative to requests received.	Formal submissions written to the dtic for 80% of requests received.	Formal submissions written to the dtic for 80% of requests received.	Formal submissions written to the dtic for 80% of requests received.	Formal submissions written to the dtic for 80% of requests received.	Formal submissions written to the dtic for 80% of requests received.
Percentage of attendance of the dtic arranged multilateral, regional and bilateral negotiations.	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations
Impact\ Reciprocal Commitment Studies	4 Reports issued	1 <sup>st</sup> Impact Study Report.	2 <sup>nd</sup> Impact Study Report.	3 <sup>rd</sup> Impact Study Report.	4 <sup>th</sup> Impact Study Report.
Trade monitoring Reports released.	2 Reports issued	N/A	1 <sup>st</sup> Trade Monitoring Report.	N/A	2 <sup>nd</sup> Trade Monitoring Report.

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Reports released on ITAC's contribution to Integrated Support to Drive Industrialisation and Growth	4 Reports issued	1 <sup>st</sup> Impact Study Report.	2 <sup>nd</sup> Impact Study Report.	3 <sup>rd</sup> Impact Study Report.	4 <sup>th</sup> Impact Study Report.
Reports released on ITAC's contribution to Actions to Promote Transformation.	4 Reports issued	1 <sup>st</sup> Impact Study Report.	2 <sup>nd</sup> Impact Study Report.	3 <sup>rd</sup> Impact Study Report.	4 <sup>th</sup> Impact Study Report.
Reports released on ITAC's contribution to Strengthening and Building a Capable State.	4 Reports issued	1 <sup>st</sup> Impact Study Report.	2 <sup>nd</sup> Impact Study Report.	3 <sup>rd</sup> Impact Study Report.	4 <sup>th</sup> Impact Study Report.
Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)	Hold discussions with Trade Remedies Business Units on the proposed Safeguard regulations reviews.	Hold discussions with Trade Remedies Business Units on the proposed Safeguard regulations reviews.	Finalise discussions with Trade Remedies Business Units on the proposed Safeguard regulations reviews.	Reviewed Safeguard regulations submitted to the minister for approval.

## PART D: TECHNICAL INDICATOR DISCRIPTIONS (TID)

### 1. Final decisions made within 6 months on Custom Tariffs Reduction Investigations

<b>Indicator title</b>	<b>Final decisions made within 6 months on Custom Tariffs Reduction Investigations</b>
Definition	The indicator displays the turnaround times of finalised tariff amendment investigations presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all the tariff amendment investigations presented to the Commission on a quarterly basis. Date of duly completed application to date of final Commission meeting.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of customs tariff reductions
Indicator responsibility	Senior Managers: Tariffs I & II

### 2. Final decisions made within 6 months on Custom Tariffs Increase Investigations

<b>Indicator title</b>	<b>Final decisions made within 6 months on Custom Tariffs Increase Investigations</b>
Definition	The indicator displays the turnaround times of finalised tariff amendment investigations presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all the tariff amendment investigations presented to the Commission on a quarterly basis. Date of duly completed application to date of final Commission meeting.
Assumptions	This indicator is based on the assumption that: all the information required and supporting documents have been submitted; that there were no extensions requested on comments to be submitted; and there was no litigation against ITAC during the investigation.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> </ul>

	<ul style="list-style-type: none"> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of customs tariffs increase investigations
Indicator responsibility	Senior Managers: Tariffs I & II

### 3. Final decisions made within 6 months on Custom Tariffs Rebate Investigations

<b>Indicator title</b>	<b>Final decisions made within 6 months on Custom Tariffs Rebate Investigations</b>
Definition	The indicator displays the turnaround times of finalised tariff amendment investigations presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all the tariff amendment investigations presented to the Commission on a quarterly basis. Date of duly completed application to date of final Commission meeting.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of customs tariffs rebate investigations
Indicator responsibility	Senior Managers: Tariffs I & II

4. Custom Tariffs Rebate and drawback permits issued within 14 days

<b>Indicator title</b>	<b>Custom Tariffs Rebate and drawback permits issued within 14 days</b>
Definition	The indicator displays the turnaround times of finalised rebate and drawback permits to reduce input costs and increase competitiveness of industry.
Source of data	A database to record the time taken to finalise Rebate and drawback permits is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue rebate and drawback permits in terms of the various rebate and drawback provisions that are administered by ITAC. Date of duly completed application to date of issue.
Assumptions	This indicator is based on the assumption that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of customs tariffs rebate and drawback permits
Indicator responsibility	Senior Managers: Tariffs I & II

5. Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.

<b>Indicator title</b>	<b>Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.</b>
Definition	The indicator displays the time taken to finalise EPCs issued in accordance with APDP policy, legislation and guidelines to allow eligible products to participate under the programme.
Source of data	A database to record the time taken to issue EPCs is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue EPCs from the date of a duly completed application.
Assumptions	This indicator is based on the assumption that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>



Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

6. Company Specific Percentages (CSPs) issued within 10 working days.

<b>Indicator title</b>	<b>Company Specific Percentages (CSPs) issued within 10 working days.</b>
Definition	The indicator displays the time taken to finalise CSPs issued in accordance with APDP policy, legislation and guidelines to increase production volumes in the automotive sector.
Source of data	A database to record the time taken to issue CSPs is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue CSPs from the date of duly completed application.
Assumptions	This indicator is based on the assumption that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

7. PRCCs/PRCs issued within 30 days.

<b>Indicator title</b>	<b>PRCCs/PRCs issued within 30 days.</b>
Definition	The indicator displays the time taken to finalise PRCCs/PRCs issued in accordance with APDP policy, legislation and guidelines to increase value addition in the automotive sector.
Source of data	A database to record the time taken to issue PRCCs/PRCs is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue PRCCs/PRCs from the date of duly completed application.
Assumptions	This indicator is based on the assumption that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

8. APDP Verifications completed within 90 days

<b>Indicator title</b>	<b>APDP Verifications completed within 90 days.</b>
Definition	The indicator intends to show the time taken to finalise APDP verifications in order to ensure compliance and enforcement with regards to APDP legislation and practice.
Source of data	A database to record the time taken to finalise APDP verifications is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to finalize investigations from the date of initiation.
Assumptions	This indicator is based on the assumption that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

9. Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations

Indicator title	Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations
Definition	The indicator displays the turnaround times of preliminary determinations made by the Commission. An investigation is initiated or formally started through publication of a notice in the Government Gazette once the Commission has decided that the Applicant has submitted a prima facie case. Within 6 months of the initiation of an investigation, the Commission makes a preliminary determination, a report is issued and the determination is published in the government gazette.
Source of data	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of these are kept on the ITAC website.
Method of calculation/Assessment	The date of initiation is the starting point, which is compared with the date of publication of the provisional determination (6 months).
Assumptions	The time frames take the following assumptions into account: 2 domestic firms; 2 importers; 2 exporters; one country involved in the investigation.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of Trade Remedies Investigations
Indicator responsibility	Senior Manager: Trade Remedies I & II

10. Final determination decisions made within 10 months of initiation on Trade Remedies Investigations

Indicator title	Final determination decisions made within 10 months of initiation on Trade Remedies Investigations
Definition	The indicator displays the turnaround times of final determinations made by the Commission. An investigation is initiated or formally started through publication of a notice in the Government Gazette once the Commission has decided that the Applicant has submitted a prima facie case. Within 6 months of the initiation of an investigation, the Commission makes a preliminary determination, a report is issued and the determination is published in the government gazette. After the Commission's final determination and recommendation is approved by the Minister of Trade, Industry, and Competition a final report is issued and the final determination gazette. This should normally happen within 10 months of the date of initiation of an investigation.
Source of data	Initiation notices; notice of preliminary determination and notice of final determinations are published in the Government Gazette. Copies of these are kept on the ITAC website.
Method of calculation/Assessment	The date of initiation is the starting point, which is compared with the date of approval of the final determination by the Commission (10 months).
Assumptions	The time frames take the following assumptions into account: 2 domestic firms; 2 importers; 2 exporters; one country involved in the investigation.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Efficient administration of Trade Remedies Investigations
Indicator responsibility	Senior Manager: Trade Remedies I & II

#### 11. Number of Import Control Permits issued

<b>Indicator title</b>	<b>Number of Import Control Permits issued</b>
Definition	The indicator displays the turnaround time of final determinations made by the Commission.
Source of data	The information comes from the electronic import permit system and is collected by means of reporting functions in the system by the Senior Manager.
Method of calculation/Assessment	The indicator is calculated by the Senior Manager drawing a report from the system which adds all permits processed on the electronic permit system, forwarded to and accepted by the electronic SARS system
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Import permits are issued at the request of compliant importers, wanting to import controlled goods. Higher performance than targeted does therefore not necessarily imply higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

#### 12. Number of Export Control Permits issued

<b>Indicator title</b>	<b>Number of Export Control Permits issued</b>
Definition	The indicator intends to show how many permits were issued for the exportation of goods regulated for environmental, health safety, strategic or international agreement purposes.
Source of data	The information comes from the electronic export permit system and is collected by means of reporting functions in the system by the Senior Manager.
Method of calculation/Assessment	The indicator is calculated by the Senior Manager drawing a report from the system which adds all permits processed on the electronic permit system, forwarded to and accepted by the electronic SARS system
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Export permits are issued at the request of compliant exporters, wanting to export controlled goods. Higher performance than targeted does therefore not necessarily imply higher performance by ITAC
Indicator responsibility	Senior Manager Import and Export Control

13. Number of Scheduled Inspections conducted

<b>Indicator title</b>	<b>Number of Scheduled Inspections conducted</b>
Definition	The indicator intends to show the number of Scheduled inspections conducted with regard to goods destined for exportation, imported under rebate of import duty and for which rebate and/or import permits were issued.
Source of data	The information comes from inspection reports of investigators and the inspection register kept by the Manager.
Method of calculation/Assessment	The Senior Manager adds all Scheduled inspections reports and inspections recorded in the inspection register.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Scheduled inspections are conducted to ensure that importers who export regulated goods, import under rebate of import duty and who received rebate and import permits are complying with permit conditions and to detect non-compliance with provisions of the ITA Act, the Import Control Regulations and Import and rebate permit conditions. Higher performance than targeted does therefore not necessarily implies higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

14. Number of Un-Scheduled Inspections

<b>Indicator title</b>	<b>Number of Un-Scheduled Inspections conducted</b>
Definition	The indicator intends to show the number of Un-scheduled Inspections conducted with regard to controlled goods imported or exported.
Source of data	The Manager collects this information from inspection reports prepared by investigators.
Method of calculation/Assessment	The Senior Manager adds all un-scheduled inspections conducted and recorded in reports.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual

Desired Performance	Unscheduled inspections are pro- actively conducted to verify compliance and detect non-compliance with the provisions of the ITA Act, the Import and Export Control Regulations and import and export permit conditions. Higher performance than targeted implies higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

15. Number of import and export control Investigations conducted

<b>Indicator title</b>	<b>Number of import and export control Investigations conducted</b>
Definition	The indicator intends to show the number of Investigations conducted with regard to controlled goods imported and exported or destined to be exported where non -compliance occurred
Source of data	The information is collected by the Senior Manager from Investigation reports prepared by the investigators.
Method of calculation/Assessment	The Senior Manager adds all Investigation reports to calculate the number of investigations undertaken.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Investigations are conducted in instances where Scheduled or Unscheduled Inspections reveal non-compliance with permit conditions, the Regulations or the ITA Act or where other enforcement agencies have reported alleged non- compliance. Higher performance than targeted imply higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

16. Percentage of formal submissions written to the dtic relative to requests received.

<b>Indicator title</b>	<b>Percentage of formal submissions written to the dtic relative to requests received.</b>
Definition	ITAC provides technical support on its instruments to the Department of Trade, Industry and Competition which conducts Multilateral, Regional and Bilateral Trade Engagements on behalf of South Africa. Due to the technical nature of the work, the dtic cannot conduct these negotiations without the inputs from by ITAC. When formal requests as are received, ITAC will prepare formal submissions written to the dtic.
Source of data	Formal submissions to the dtic prepared and signed off by CC.
Method of calculation/Assessment	Percentage of formal submissions written to the dtic relative to requests received.
Assumptions	None

Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Sound Technical Advice provided to the dtic.
Indicator responsibility	Senior Managers in Core Business

17. Attendance of the dtic arranged multilateral, regional and bilateral negotiations.

<b>Indicator title</b>	<b>Attendance of the dtic arranged multilateral, regional and bilateral negotiations</b>
Definition	ITAC provides technical support on its instruments to the Department of Trade, Industry and Competition, which conducts Multilateral, Regional and Bilateral Trade Negotiations on behalf of South Africa. Due to the technical nature of the work, the dtic cannot conduct these negotiations without the inputs from by ITAC. Attendance to the dtic arranged multilateral, regional and bilateral negotiations by ITAC is crucial.
Source of data	dtic arranged multilateral, regional and bilateral engagements invitations
Method of calculation/Assessment	Percentage of attendance of the dtic arranged multilateral, regional and bilateral negotiations
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Annual
Desired Performance	Sound Technical Advice provided to the dtic.
Indicator responsibility	Senior Managers in Core Business

18. Number of Impact\ Reciprocal Commitment Studies conducted

<b>Indicator title</b>	<b>Number of Impact\ Reciprocal Commitment Studies conducted</b>
Definition	The indicator is important in order to ensure alignment of ITAC to the NGP and National Development Plan (NDP). The realisation of the above key policy objectives remains critical in ensuring that ITAC's trade instruments are efficiently and effectively utilised towards the realisation of the NGP targets. This indicator also gauges the performance of beneficiaries of tariff and rebate supports against the policy objectives of government for which the applicants have committed to.
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Comparative analysis and econometric testing.



Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Quarterly
Desired Performance	To be utilised in the process of adjudicating tariff and trade remedies application and provide better and well-informed policy advice to the dtic.
Indicator responsibility	Deputy Chief Commissioner

#### 19. Trade Monitoring Reports released

<b>Indicator title</b>	<b>Trade Monitoring Reports released</b>
Definition	Given that the country's economic prospects are highly dependent on global trade and investment patterns, it is imperative for government to monitor and evaluate trade flows from time to time in order to identify opportunities and risks in priority sectors.
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Trend analysis and forecasting
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
Reporting cycle	Bi-Annual
Desired Performance	To contribute to the development debate and provide technical advice on the implementation of trade policy
Indicator responsibility	Deputy Chief Commissioner

## 20. Integrated Support to Drive Industrialisation.

<b>Indicator title</b>	<b>Integrated Support to Drive Industrialisation.</b>
Definition	Integrated support across DTIC to building dynamic firms through a combination of efforts in partnership with the private sector, focusing on opportunities to grow in the domestic market (through localisation-promotion policies, sector partnerships, beneficiation, promoting the green economy and fostering higher levels of investment); fostering higher levels of African economic integration through the African Continental Free Trade Area (AfCFTA) and building a wider export market for SA-products; with supply-side reforms to build competitiveness.
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Number of reports produced.
Assumptions	None.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A.</li> <li>• Target for Youth: N/A.</li> <li>• Target for People with Disabilities: N/A.</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A.</li> <li>• Reflect on the spatial impact area: N/A.</li> </ul>
Reporting cycle	Quarterly.
Desired Performance	Increased industrialisation and localisation opportunities implemented.
Indicator responsibility	Deputy Chief Commissioner.

## 21. Actions to Promote Transformation.

<b>Indicator title</b>	<b>Actions to Promote Transformation</b>
Definition	Actions to promote transformation through building economic inclusion through transformation programmes in three broad areas: first addressing structural challenges to growth through active competition policies, particularly where the concentration levels in markets limit new entrants and small and medium businesses; second, policies that promote spatial transformation, enabling more balanced growth between rural and urban and between provinces; and third, strengthening the inclusive/transformation in the quality of growth, including broadening ownership and more inclusive corporate governance models.
Source of data	ITAC website (reports are up-loaded).
Method of calculation/Assessment	Number of reports produced.
Assumptions	None.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A.</li> <li>• Target for Youth: N/A.</li> <li>• Target for People with Disabilities: N/A.</li> </ul>

Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A.</li> <li>• Reflect on the spatial impact area: N/A.</li> </ul>
Reporting cycle	Quarterly.
Desired Performance	Report on actions to promote transformation through structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups, using the range of public tools such as procurement, incentives, technical support and enabling opportunities.
Indicator responsibility	Deputy Chief Commissioner.

22. Reports released on ITAC's Contribution to Strengthening and Building a Capable State.

<b>Indicator title</b>	<b>Strengthening and Building a Capable State.</b>
Definition	Strengthening and building capabilities and agility in the dtic and its entities through building a new culture of partnership in the economy, characterized by greater responsiveness and nimbleness by the Department and entities, which includes reviewing internal processes and legislation/regulations that make it harder for small businesses and investors to grow their businesses (and replacing these with smart regulation that achieves key public policies in the least bureaucratic manner possible).
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Number of reports produced.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A.</li> <li>• Target for Youth: N/A.</li> <li>• Target for People with Disabilities: N/A.</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A.</li> <li>• Reflect on the spatial impact area: N/A.</li> </ul>
Reporting cycle	Quarterly.
Desired Performance	Report on strengthening and building capabilities and agility in the dtic and its entities, to improve efficiencies in programmes and entities, to contribute to economic development and ease of doing business.
Indicator responsibility	Deputy Chief Commissioner.

23. Developed and/or reviewed policies/regulations in respect of ITAC instruments.

<b>Indicator title</b>	<b>Developed and/or reviewed policies/regulations in respect of ITAC instruments.</b>
Definition	In order to ensure strategic alignment with the national agenda, ITAC must review its policies and regulations on a regular basis for approval by the Minister.
Source of data	The revised policy or regulation is submitted under a cover submission to the Minister for consideration. The Policy and Research unit keeps a file with record of this.
Method of calculation/Assessment	Proof of actual revised policy or regulation.
Assumptions	None.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A.</li> <li>• Target for Youth: N/A.</li> <li>• Target for People with Disabilities: N/A.</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A.</li> <li>• Reflect on the spatial impact area: N/A.</li> </ul>
Reporting cycle	Annual.
Desired Performance	The indicator keeps record of revised policy or regulation submitted for approval by the Minister. As overall policy direction is given by the Ministry, over or under achievement of targets is not an indicator of performance.
Indicator responsibility	Senior Manager: Policy and Research

**PART E: OTHER RELATED DOCUMENTS**

ANNEXURE A: CONSOLIDATED INDICATORS

ANNEXURE B: ORGANISATIONAL STRUCTURE

ANNEXURE C: ITAC COMMISSIONERS

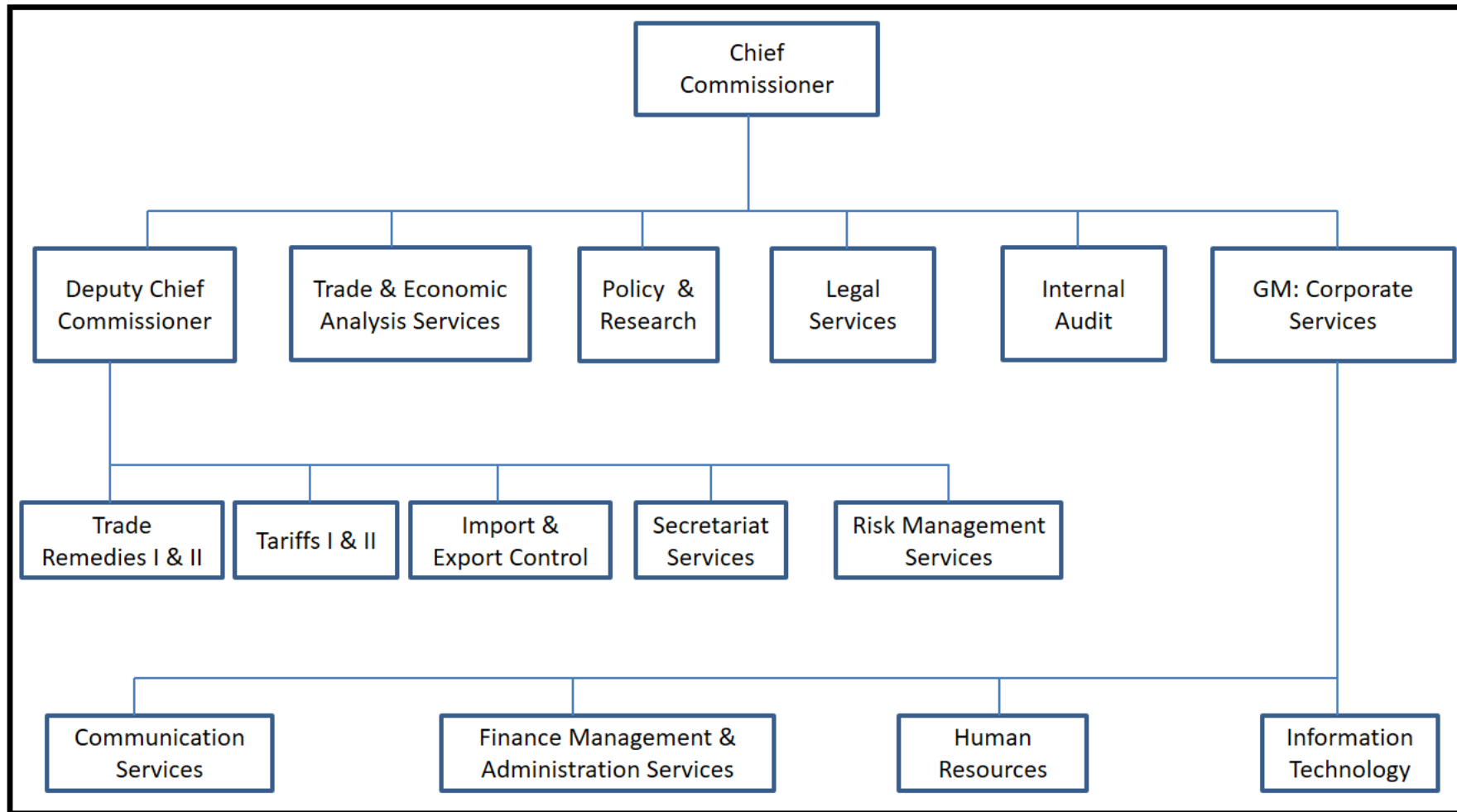
ANNEXURE D: STRATEGIC PLAN (2020/21 – 2024/25) AMENDMENTS

## ANNEXURE A: CONSOLIDATED INDICATORS

Outputs	Output Indicators	Targets	Data Source
Customs Tariff Investigations	Final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
	Final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
	Final decisions made within 6 months on Custom Tariffs Rebate Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebate Investigations	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Customs Duty Rebate and Drawback permits	Customs Duty Rebate and Drawback permits issued within 14 days.	80% of Customs Duty Rebate and Drawback permits issued within 14 days	A database to record the time taken to issue Customs Duty Rebate and Drawback permits is kept on the V-drive.
Automotive Production Development Programme (APDP)	Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	A database to record the time taken to issue EPCs is kept on the V-drive.
	Company Specific Percentages (CSPs) issued within 10 working days	80% of certificates (CSPs) issued within 10 working days.	A database to record the time taken to issue CSPs is kept on the V-drive.
	Production Rebate Credit Certificates/Production Rebate Certificates (PRCCs/PRCs) issued within 30 days.	80% of the certificates (PRCC/PRC) issued within 30 days.	A database to record the time taken to issue PRCC/PRCs is kept on the V-drive.
	APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	A database to record the time taken to finalise APDP verifications is kept on the V-drive.
Trade Remedies Investigations	Preliminary determination decisions made within 6 months of initiation of Trade Remedy Investigation	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of these are kept on the ITAC website.
	Final determination decisions made within 10 months of initiation of Trade Remedy Investigation.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of these are kept on the ITAC website.
Import Control Permits	Number of Import Control Permits issued	16000	The information comes from the electronic import permit system and is collected by means of reporting functions in the system by the Senior Manager.

<b>Outputs</b>	<b>Output Indicators</b>	<b>Targets</b>	<b>Data Source</b>
Export Control Permits	Number of Export Control Permits issued	12000	The information comes from the electronic export permit system and is collected by means of reporting functions in the system by the Senior Manager.
Enforcement (Scheduled -Inspections)	Number of Scheduled -Inspections conducted.	120	The Senior Manager collects this information from inspection reports prepared by investigators.
Enforcement (Un-Scheduled -Inspections)	Number of Un-scheduled -Inspections conducted.	1800	The Senior Manager collects this information from inspection reports prepared by investigators.
Enforcement (Investigations)	Number of Import and Export investigations conducted.	12	The information is collected by the Senior Manager from Investigation reports prepared by the investigators.
Formal submissions written to the dtic depending on requests received.	Percentage of formal submissions written to the dtic relative to requests received.	Formal submissions written to dtic for 80% of requests received.	Formal submissions to the dtic prepared and signed off by CC.
Attendance of the dtic arranged multilateral, regional and bilateral negotiations.	Percentage of attendance of the dtic arranged multilateral, regional and bilateral negotiations.	ITAC attended 80% of the dtic arranged multilateral, regional and bilateral negotiations	dtic arranged multilateral, regional and bilateral engagements invitations
Impact Studies	Number of Impact\ Reciprocal Commitment Studies conducted.	4 Reports issued	ITAC website (reports are up-loaded)
Trade monitoring	Trade monitoring Reports released.	2 Reports issued	ITAC website (reports are up-loaded)
Reports on Integrated Support to Drive Industrialisation and Growth	Reports released on ITAC's contribution to Integrated Support to Drive Industrialisation and Growth	4 Reports issued	ITAC website (reports are up-loaded)
Reports on Actions to Promote Transformation.	Reports released on ITAC's contribution to Actions to Promote Transformation.	4 Reports issued	ITAC website (reports are up-loaded)
Reports on Strengthening and Building a Capable State.	Reports released on ITAC's contribution to Strengthening and Building a Capable State.	4 Reports issued	ITAC website (reports are up-loaded)
Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Reviewed Anti-Dumping regulations submitted to the minister for approval.	The revised policy or regulation is submitted under a cover submission to the Minister for consideration. The Policy and Research unit keeps a file with record of this.

## ANNEXURE B: ORGANISATIONAL STRUCTURE





**Chief Commissioner (Full time)**

Meluleki Nzimande

**Chairperson of the Commission (Part time)**

Dr Faizel Ismail

**Deputy Chief Commissioner (Full time)**

Dumisani Mbambo

**Part time Commissioners**

Mr Boikanyo Mokgatle

Ms Tanya van Meelis

Mr Etienne Doyle Vlok

Ms Ayanda Hlatshwayo

Ms Phozisa Mbiko

Mr Wandile Sihlobo

Mr Jacobus Cornelius De Beer

Ms Vuyolwethu Ncwaiba

Mr Tony Ehrenreich

## ANNEXURE D: STRATEGIC PLAN (2020/21 – 2024/25) AMENDMENTS

According to the Framework, Strategic Plans should cover a period of at least five years, ideally from the first planning cycle following an election. The Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service-delivery environment. This is done by the relevant institution by issuing an amendment to the existing plan, which may be published as an annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan.

The outcome indicators in the current strategic plan were amended in the following manner: The outcome indicators (**A\***) in the table below have been collapsed into three indicators (Integrated Support to Drive Industrialisation and Growth; Actions to Promote Transformation; and Strengthening and Building a Capable State). The inclusion of the amended indicator “Strengthening and Building a Capable State” resulted in the removal of the duplicate outcome indicator (**B\***). The outcome indicators (**C\***) were merged into one.

Outcome	Outcome Indicator	Baseline	Five Year Target
Ensured organisational efficiency and effectiveness of ITAC.	<p>Monitoring and evaluation</p> <p><b>A* (Indicators collapsed into three)</b></p> <ul style="list-style-type: none"> <li>• Integrated Support to Drive Industrialisation.</li> <li>• The AfCFTA Export Plan.</li> <li>• Investment Facilitation and Growth.</li> <li>• District Development Model and Spatial Equity.</li> <li>• Actions to Promote Transformation.</li> <li>• Growing the Green Economy and Greening the Economy.</li> <li>• Strengthening and Building a Capable State.</li> </ul>	<p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p>	<p>20 reports on ITAC’s contribution to Integrated Support to Drive Industrialisation.</p> <p>20 reports on ITAC’s contribution to the AfCFTA Export Plan.</p> <p>20 reports on ITAC’s contribution to Investment Facilitation and Growth.</p> <p>20 reports on ITAC’s contribution to District Development Model and Spatial Equity.</p> <p>20 reports on ITAC’s contribution to promoting Transformation through structural changes in the economy to enable greater inclusion and growth; and empowerment of designated groups</p> <p>20 reports on ITAC’s contribution to Growing the Green Economy and Greening The Economy.</p> <p>20 reports on ITAC’s contribution to improve the ease of clients using its services, including forms and procedures reviewed for simplicity and necessity; and</p>

Outcome	Outcome Indicator	Baseline	Five Year Target
			steps taken to enhance an agile, responsive ITAC that can contribute to industrialisation.
	<p><b>B* (Indicator below was removed)</b></p> <p>Strengthening coordination capabilities to support trade and protect South Africa's industrial base.</p>	This is a new KPI	Quarterly reports on ITAC's performance submitted to Trade Policy, Negotiations and Cooperation (TPNC) to strengthen coordination capabilities to support trade and protect South Africa's industrial base.
	<p><b>C* (Indicators below were merged into one)</b></p> <ul style="list-style-type: none"> <li>• Impact Studies.</li> <li>• Reciprocal Commitments.</li> </ul>	<p>8 product specific impact assessments.</p> <p>2 reports on the performance of selected sector against reciprocal commitments by tariff adjustment beneficiaries on new investment, job creation and industrial expansion were issued.</p>	<p>20 product specific impact assessments.</p> <p>10 reciprocal commitment reports.</p>

As a result of the above amendment, the following indicator was included in the current strategic plan:

Outcome	Outcome Indicator	Baseline	Five Year Target
Ensured organisational efficiency and effectiveness of ITAC.	<p>Monitoring and evaluation</p> <ul style="list-style-type: none"> <li>• Reports released on ITAC's contribution to Integrated Support to Drive Industrialisation and Growth</li> <li>• Reports released on ITAC's contribution to Actions to Promote Transformation.</li> <li>• Reports released on ITAC's contribution to Strengthening and Building a Capable State.</li> <li>• Impact\ Reciprocal Commitment Studies.</li> </ul>	<p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p> <p>This is a new KPI</p>	<p>20 reports on ITAC's contribution to: Integrated Support to Drive Industrialisation and Growth.</p> <p>20 reports on ITAC's contribution to: Actions to Promote Transformation.</p> <p>20 reports on ITAC's contribution to: Strengthening and Building a Capable State.</p> <p>20 reports on Impact\Reciprocal Commitment Studies.</p>