



the dti

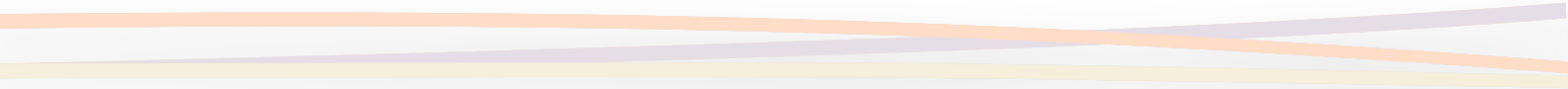
Medium-Term Strategic Framework 2010 – 2013



the dti

Department:
Trade and Industry
REPUBLIC OF SOUTH AFRICA





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Overview of the Accounting Officer



1. Overview of the Accounting Officer (Director-General)



Tshediso Matona, Director-General, the dti

The Current Economic Context

During 2009, government adopted the Medium-Term Strategic Framework (MTSF) 2009–2014, which identifies the creation of decent work as the primary objective of South Africa's economic policy. The Department of Trade and Industry (**the dti**) will play a critical role in the pursuit of this objective, as well as in the acceleration of economic growth and equitable distribution of economic benefits. The MTSF was developed in the context of challenging economic conditions due to the financial meltdown, and the subsequent global economic crisis. The immediate challenges posed by the recession have resulted in gross domestic product (GDP) contraction, over 900 000 job losses thus far, company closures, a steep decline in manufacturing production and over 20% decrease in exports between 2008 and 2009. This has necessitated an effective response from government, as it pursues medium- to long-term objectives set out in the MTSF. In this regard, the Framework Response to

the International Economic Crisis – agreed to in 2009, between government, business and labour – remains a necessary mechanism and important platform in striving to reverse job losses and stimulate economic growth.

Industrial Policy Action Plan as a Flagship Intervention

Within this Framework, **the dti** will continue to support sectors that were significantly affected by the crisis. The Industrial Policy Action Plan (IPAP) is critical in this regard and must constitute a flagship intervention by **the dti** and government as whole, in co-ordination with business and labour. The second phase of the IPAP (commonly referred to as the IPAP2) was approved by Cabinet in February 2010, and is a rolling plan with a 10-year outlook on the desired sectoral and jobs outcomes, which will be updated on an annual basis. The IPAP2 identifies activities to unlock potential in priority sectors, and as it achieves these objectives, the focus will be

on the next set of sectors and interventions. A critical element of the IPAP will be the continued roll-out of various financial support programmes, including the Automotive Production and Development Programme, Clothing and Textile Production Incentive, Enterprise Investment Programme (EIP) and other incentive schemes, whilst strengthening the performance, monitoring and evaluation of these programmes.

New Directions in Trade Strategy

Strengthening links with dynamic developing economies (South-South Trade) is another strategic objective that **the dti** will prioritise during this MTSF period, with the view to boosting and diversifying South Africa's exports. In this regard, the focus will be on links with China, India and Brazil, as these countries continue to play a pivotal role in the global economy and its recovery from recent recession. In addition, efforts will continue to consolidate the Southern African Development Community's (SADC's) Free Trade Area (FTA) as the anchor of regional economic integration, while also pursuing integration with the African continent and the Trilateral FTA between SADC, the East African Community and Common Market for Eastern and Southern Africa. Investment and trade promotion will need to track opportunities offered by these relationships with the South, while still maintaining South Africa's market share in the developed world, with whom our links are mature.

Improving Support for Small, Medium and Micro Enterprises (SMMEs)

Broadening participation remains a key focus and priority for **the dti**. To this end, **the dti** will continue striving to improve the quality of financial and non-financial support services we provide to enterprises and entrepreneurs. In this context, a new support model for co-operatives will be implemented, which includes the establishment of a Co-operatives Development Agency. **the dti** will also seek ways to support informal activities, which provide subsistence for people who are economically marginalised.

Optimising Broad-Based Black Economic Empowerment

As regards Broad-Based Black Economic Empowerment (B-BBEE), **the dti** will continue to roll-out the implementation regime of this policy, with the focus being on the accreditation and verification system, the operationalisation of the B-BBEE Advisory Council, as well as addressing unintended consequences of the policy and aligning it to the Industrial Policy (IPAP2).

Strengthening Regulation

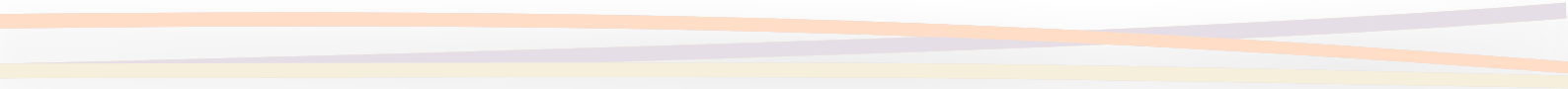
In the area of regulation, the focus will be on the implementation of the various legislative enactments passed in 2008 and 2009, namely the Competition Amendment Act, Companies Amendment Act and Consumer Protection Act, including the establishment of new implementing and regulatory institutions. In the period ahead, amendments will be effected to a range of legislation, covering the areas of estate agency affairs, intellectual property, B-BBEE and lotteries, with a view to strengthening the acts and closing identified gaps, amongst others.

Enhancing Capacity

Capacity-building and enhanced evaluation will continue to be the key focus to ensure improvement in the implementation of programmes and service delivery. **the dti** will also forge a close partnership with new Economic Development Department (EDD), with a view to maximising the synergies between the two departments.



Director-General
Tshediso Matona



Introduction



2. Introduction

2.1 the dti's Vision

the dti's vision is of a South Africa that has a vibrant economy, characterised by growth, employment and equity, built on the full potential of all citizens. To this end, **the dti** seeks to be an outwardly-focused, customer-centric organisation.

2.2 the dti's Mission

the dti aims to:

- o Provide leadership to the South African economy through its understanding of the economy, its ability to identify economic opportunities and potential, and its contribution to government economic priorities;
- o Act as a catalyst for the transformation and development of the economy;
- o Respond to the challenges and opportunities of the economic citizens and contribute to the achievement of government's strategic objectives; and
- o Provide a predictable, competitive, equitable and socially responsible environment for investment, enterprise and trade.

2.3 the dti's Strategic Objectives

the dti's strategic objectives include:

- o Promoting the co-ordinated and accelerated implementation of the government's economic vision and priorities;
- o Promoting direct investment and growth in the industrial and services economy, with particular focus on employment creation;
- o Raising the level of exports and promoting equitable global trade;
- o Promoting broader participation, equity and redress in the economy; and
- o Contributing to Africa's development and regional integration within the New Partnership for Africa's Development (NEPAD).

2.4 the dti's Key Interventions

Within the above strategic and operational framework, **the dti** will undertake programmes and interventions over the medium term, under the following themes:

- o Industrial Development;
- o Trade, Investment and Exports;
- o Broadening Participation;
- o Regulation; and
- o Administration and Co-ordination.

Legislative, Policy and Functional Mandates



3. Legislative, Policy and Functional Mandates

Acts Administered by the dti	
<i>Abolition of the Fuel Research Institute Act, No. 30 of 1983</i>	To repeal the Fuel Research Institute and Coal Act of 1963 and provide for the vesting of assets and liabilities, and the transfer of employees, of the Fuel Research Institute in and to the Council for Scientific and Industrial Research (CSIR).
<i>Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, No. 19 of 2008</i>	To provide for an internationally recognised and effective accreditation and monitoring system for the Republic, by establishing the South African National Accreditation System (SANAS) as a juristic person; and recognise SANAS as the only accreditation body in the Republic for the accreditation of conformity assessment and calibration, as well as monitoring of good laboratory practice.
<i>Alienation of Land Act, No. 68 of 1981</i>	To regulate the alienation of land in certain circumstances and provide for matters connected therewith.
<i>Broad-Based Black Economic Empowerment Act, No. 53 of 2003</i>	To establish a legislative framework for the promotion of Black Economic Empowerment (BEE); empower the Minister of Trade and Industry to issue codes of good practice and publish transformation charters; establish the B-BBEE Advisory Council; and provide for matters connected therewith.
<i>Business Names Act, No. 27 of 1960</i>	To provide for the control of business names and matters incidental thereto.
<i>Close Corporations Act, No. 69 of 1984</i>	To provide for the formation, registration, incorporation, management, control and liquidation of close corporations.
<i>Companies Act, 1973 Act No. 61 of 1973</i>	To consolidate and amend the law relating to companies and provide for matters incidental thereto.
<i>Competition Act, No. 89 of 1998</i>	To provide for the establishment of a Competition Commission responsible for the investigation, control and evaluation of restrictive practices, abuse of dominant positions and mergers; a Competition Tribunal, responsible for adjudicating such matters; Competition Appeal Court; and related matters.
<i>Consumer Affairs (Unfair Business Practices) Act, No. 71 of 1988</i>	To provide for the prohibition or control of certain business practices; and matters connected therewith.
<i>Convention on Agency in the International Sale of Goods Act, No. 4 of 1986</i>	To provide for the application in the Republic of the Convention on Agency in the International Sale of Goods adopted by the International Institute of the United Nations (UN) organisation, for the unification of Private Law.
<i>Co-operatives Act, No. 14 of 2005</i>	To provide for the formation and registration of co-operatives and matters incidental thereto.
<i>Copyright Act, No. 98 of 1978</i>	To regulate copyright in respect of, <i>inter alia</i> , artistic works, dramatic works, computer programmes, musical and literary works.

Acts Administered by the dti

<i>Counterfeit Goods Act, No. 37 of 1997</i>	To strengthen prohibitions on trade in counterfeit goods; confer powers on inspectors and the South African Police Service (SAPS) to enter and search premises, with and without a warrant; and confer powers on Customs and Excise to seize and detain suspected counterfeit goods.
<i>Designs Act, No. 195 of 1993</i>	To consolidate the law relating to designs, provide for the registration of designs and delineate the rights pertaining thereto.
<i>Estate Agents Act, No. 112 of 1976</i>	To provide for the establishment of an Estate Agency Affairs Board (EAAB) and an Estate Agents Fidelity Fund, as well as control of certain activities of estate agents.
<i>Export Credit and Foreign Investments Insurance Act, No. 78 of 1957</i>	To promote trade with countries outside the Republic, by providing for the insurance on behalf of the South African Government of contracts in connection with export transactions, investments and loans or similar facilities connected with such transactions.
<i>Expropriation (Establishment of Undertakings) Act, No. 39 of 1951</i>	To provide for the expropriation of land and the taking of the right to use land temporarily for, or in connection with, the objects or undertakings of national importance.
<i>Housing Development Schemes for Retired Persons Act, No. 65 of 1988</i>	To regulate the alienation of certain interests in housing development schemes for retired persons and provide for matters connected therewith.
<i>Industrial Development Act, No. 22 of 1940</i>	To constitute a corporation the object of which shall be to promote the establishment of new industries and industrial undertakings, as well as the development of existing industries and industrial undertakings.
<i>Intellectual Property Laws Rationalisation Act, No. 107 of 1996</i>	To provide for the integration of intellectual property rights subsisting in the ex-Transkei, Bophuthatswana, Venda and Ciskei states (TBVCs) into the national system, extend the South African intellectual property rights legislation throughout the Republic and repeal certain intellectual property laws.
<i>International Trade Administration Act, No. 71 of 2002</i>	To establish the International Trade Administration Commission (ITAC); provide for the functions of the Commission and for the regulation of its procedures; to provide for the implementation of certain aspects of the Southern African Customs Union agreement in the Republic; to provide, within a framework of the SACU agreement, for continued control of import and export of goods and amendment of customs duties; and to provide for matters connected therewith.

Acts Administered by the dti

<i>Inventions Development Act, No. 31 of 1962</i>	To provide for the promotion of the development and exploitation in the public interest of certain discoveries, inventions and improvements and to establish a South African Inventions Development Corporation and to prescribe its powers and functions and the manner in which it shall be managed and controlled.
<i>International Convention for Safe Containers Act, No. 11 of 1985</i>	To provide for the application in the Republic of the International Convention for Safe Containers so as to maintain a high level of safety of human life in the handling, stockpiling and transporting of containers.
<i>Liquor Act, No. 59 of 2003</i>	To establish national norms and standards in order to maintain economic unity within the liquor industry; and provide for essential national standards and minimum standards required for the rendering of services, measures to promote co-operative government in the area of liquor regulation, as well as matters connected therewith.
<i>Lotteries Act, No. 57 of 1997</i>	To establish a National Lotteries Board and to regulate and prohibit lotteries and sports pools.
<i>Manufacturing Development Act, No. 187 of 1993</i>	To establish the Manufacturing Development Board, to provide for the establishment of programmes for manufacturing development; and for matters incidental thereto.
<i>Measurement Units and Measurement Standards Act, No. 18 of 2006</i>	To provide for the use of measurement units of the International System of Units; to provide for the designation, keeping and maintenance of national measurement units and standards; to provide for the establishment and functions of the National Metrology Institute; and to provide for the repeal of certain laws.
<i>Merchandise Marks Act, No. 17 of 1941</i>	To make provision concerning the marking of merchandise and of coverings in or with which merchandise is sold and the use of certain words and emblems in connection with business.
<i>National Building Regulations and Building Standards Act, No. 103 of 1977</i>	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards.
<i>National Credit Act, No. 34 of 2005</i>	To promote a fair and non-discriminatory marketplace for access to consumer credit and for that purpose to provide for the general regulation of consumer credit and improved standards of consumer information.
<i>National Empowerment Fund Act, No. 105 of 1998</i>	To establish a trust to promote and facilitate ownership of income-generating assets by historically disadvantaged persons (HDPs), particularly assets in state-owned enterprises made available at a discount, as part of restructuring programmes; give powers to the trust to enable it to establish sub-trusts and investment companies to promote BEE.

Acts Administered by the dti

<i>National Gambling Act, No. 7 of 2004</i>	To provide for the co-ordination of concurrent national and provincial legislative competence over matters relating to casinos, racing, gambling and wagering; and provide for the continued regulation of those matters for that purpose, to establish certain uniform norms and standards applicable to national and provincial regulation and licensing of certain gambling activities; provide for the creation of additional uniform norms and standards applicable throughout the Republic; retain the National Gambling Board (NGB); establish the National Gambling Policy Council; repeal the National Gambling Act of 1996; and provide for matters incidental thereto.
<i>National Regulator for Compulsory Specifications Act, No. 5 of 2008</i>	To provide for the administration and maintenance of compulsory specifications in the interest of public safety, health and environmental protection; and provide for the establishment of the National Regulator for Compulsory Specifications (NRCS).
<i>National Small Enterprise Act, No. 102 of 1996</i>	To provide for the establishment of the Advisory Board and the Small Enterprise Development Agency; and provide for guidelines to be followed by organs of state to promote small enterprise in South Africa and matters incidental thereto.
<i>National Supplies Procurement Act, No. 89 of 1970</i>	To empower the responsible Minister to manufacture, produce, acquire, hire or import goods; acquire, hire or supply services and exercise control over goods and services; the manufacture, production, processing and treating of goods; and provide for the establishment and administration of a National Supplies Procurement Fund.
<i>Non-Proliferation of Weapons of Mass Destruction Act, No. 87 of 1993</i>	To provide for control over weapons of mass destruction and establish a council to control and manage matters relating to the proliferation of such weapons in the Republic; determine its objects and functions and prescribe the manner in which it is to be managed and controlled.
<i>Patents Act, No. 57 of 1978</i>	To provide for the registration and granting of letters patent for inventions and for the rights of a patentee.
<i>Performers Protection Act, No. 11 of 1967</i>	To provide for the protection of the rights of performers of literary and artistic works.
<i>Property Time-Sharing Control Act, No. 75 of 1983</i>	To regulate the alienation of time-sharing interests pursuant to property time-sharing schemes.
<i>Protection of Businesses Act, No. 99 of 1978</i>	To restrict the enforcement in the Republic of certain foreign judgements, orders, directions, arbitration awards and letters of request, and prohibit the furnishing of information relating to businesses in compliance with foreign orders, directions or letters of request.
<i>Rationalisation of Corporate Laws Act, No. 45 of 1996</i>	To provide that certain corporate laws shall apply throughout the Republic, repeal certain corporate laws and provide for the retrospective incorporation of certain putative close corporations.
<i>Registration of Copyright in Cinematograph Films Act, No. 62 of 1977</i>	To provide for the registration of copyright in cinematograph films and matters connected therewith.

Acts Administered by the dti

<i>Sale and Service Matters Act, No. 25 of 1964</i>	To provide for the control of the sale of goods, rendering of services and matters connected therewith.
<i>Share Blocks Control Act, No. 59 of 1980</i>	To control the operation of share block schemes, i.e. any scheme in terms of which a share, in any manner whatsoever, confers a right to or an interest in the use of immovable property.
<i>Small Business Development Act, No. 112 of 1981</i>	The entire Act has been repealed, save for Section 2A, which deals with the application of the Insurance Act, 1943.
<i>Space Affairs Act, No. 84 of 1993</i>	To provide for the establishment of a Council to manage and control certain space affairs in the Republic; determine its objects and functions, and prescribe the manner in which it is to be managed and controlled.
<i>Standards Act, No. 8 of 2008</i>	To provide for the development, promotion and maintenance of standardisation and quality in connection with commodities; the rendering of related conformity assessment services; and for that purpose, to provide for the continued existence of the South African Bureau of Standards (SABS), as the peak national institution; provide for the repeal of the Standards Act, 1993; and provide for transitional arrangements.
<i>Sugar Act, No. 9 of 1978</i>	To consolidate and amend the laws relating to the sugar industry and provide for matters incidental thereto.
<i>Temporary Removal of Restrictions on Economic Activities Act, No. 87 of 1986</i>	To empower the President of the Republic to suspend temporarily laws or conditions, limitations or obligations thereunder, if their application unduly impedes economic development or competition.
<i>Trade Marks Act, No. 194 of 1993</i>	To consolidate the law relating to trade marks and provide for the registration of trade marks, certification of trade marks and collective trade marks, and the protection of rights relating thereto.
<i>Trade Metrology Act, No. 77 of 1973</i>	To consolidate and amend the law relating to trade metrology, so as to ensure the accuracy of measuring instruments utilised in trade, on the basis of national measuring standards.
<i>Trade Practices Act, No. 76 of 1976 (To be repealed in terms of Section 20 of Act No. 43 of 1990)</i>	To provide for the control of certain advertisements; restrict the granting or supply of benefits and regulate the use of trade coupons in connection with the sale or leasing of goods or the rendering or provision of certain services; prohibit or control certain trade practices; repeal the Trade Coupons Act of 1935; and provide for incidental matters.
<i>Unauthorised Use of Emblems Act, No. 37 of 1961</i>	To provide for the continued operation of certain laws relating to the use of certain emblems and representations and extend the scope of such laws.

Service Delivery Environment



4. Service Delivery Environment

The imminent implementation of **the dti**'s first Service Delivery Improvement Plan (SDIP), which is at the final stages of preparation, will bring about a sound basis for evaluating and improving standards of performance in relation to service delivery to the country's economic citizenry.

Financial and human resources will be allocated accordingly, to ensure that the programme is effective in meeting its desired objective.

Going forward, the review of the SDIP will be aligned to **the dti**'s broader annual planning.

Resource Plan



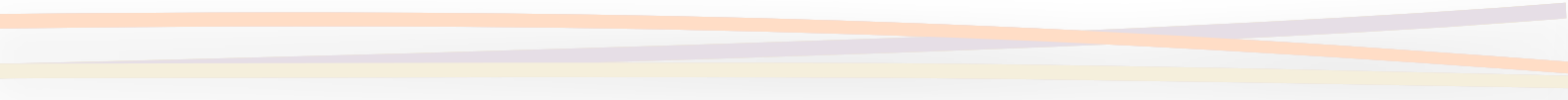
5. Resource Plan

5.1. Expenditure Estimates

VOTE 35: TRADE AND INDUSTRY (ECONOMIC SERVICES AND INFRASTRUCTURE)			
SUMMARY OF EXPENDITURE ESTIMATES			
	2010/11	2011/12	2012/13
	Medium-Term Estimates		
R Million	Medium-Term Expenditure Framework (MTEF) Baseline		
1. Administration	448, 543	476, 794	497, 697
2. International Trade and Economic Development	131, 138	130, 557	133, 473
3. Empowerment and Enterprise Development	777, 797	835, 656	865, 007
4. Industrial Development	1, 052, 122	1, 222, 536	1, 362, 783
5. Consumer and Corporate Regulation	191, 531	217, 970	229, 395
6. The Enterprise Organisation	3, 175, 296	3, 484, 490	3, 773, 649
7. Trade and Investment South Africa	291, 447	309, 509	317, 806
8. Communication and Marketing	82, 234	79, 856	84, 186
Total	6, 150, 108	6, 757, 368	7, 263, 996
Change to 2009 Budget Estimate	397, 121	753, 599	1, 095, 878
Economic Classification			
Current Payments	1, 143, 874	1, 193, 815	1, 237, 434
Compensation of Employees	557, 843	590, 437	628, 460
Goods and Services, of which:	586, 031	603, 378	608, 974
Administrative Fees	3, 520	3, 725	3, 950
Advertising	25, 353	25, 380	25, 125
Assets <R5 000	1, 035	1, 160	1, 285
Audit Cost: External	9, 984	11, 083	11, 787
Bursaries (Employees)	2, 500	2, 700	2, 900
Catering: Departmental Activities	7, 050	6, 445	5, 690
Communication	21, 435	23, 540	25, 267
Computer Services	11, 507	12, 409	13, 219
Consultants and Professional Service: Business and Advisory Service	95, 337	91, 816	87, 779
Consultants and Professional Service: Infrastructure and Planning	-	-	-
Consultants and Professional Service: Legal Cost	10, 600	8, 210	2, 320
Contractors	20, 005	17, 870	18, 235
Agency and Support / Outsourced Services	2, 673	2, 790	2, 902
Entertainment	1, 241	1, 415	1, 490
Inventory: Other Consumables	22	25	30
Inventory: Stationery and Printing	15, 065	17, 230	17, 446
Lease Payments	168, 408	178, 907	182, 079

VOTE 35: TRADE AND INDUSTRY (ECONOMIC SERVICES AND INFRASTRUCTURE)**SUMMARY OF EXPENDITURE ESTIMATES BY PROGRAMME**

	2010/11	2011/12	2012/13
	Medium-Term Estimates		
R Million	MTEF Baseline		
Owned and Leasehold Property Expenditure	7, 583	8, 037	8, 424
Travel and Subsistence	88, 808	93, 969	97, 456
Training and Staff Development	12, 425	13, 685	15, 545
Operating Expenditure	30, 075	33, 400	35, 385
Venues and Facilities	51, 405	49, 582	50, 660
Transfers and Subsidies	4, 991, 556	5, 549, 038	6, 010, 603
Provinces and Municipalities	-	-	-
Departmental Agencies and Accounts	844, 359	925, 475	950, 284
Universities and Technikons	3	3	3
Public Corporations and Private Enterprises	4, 094, 665	4, 573, 780	5, 004, 796
Foreign Governments and International Organisations	37, 584	32, 468	34, 838
Non-Profit Institutions	12, 500	14, 700	17, 900
Households	2, 445	2, 612	2, 782
Payments for Capital Assets	14, 678	14, 515	15, 959
Buildings and Other Fixed Structures	-	-	-
Machinery and Equipment	10, 665	10, 382	11, 605
Software and Other Intangible Assets	4, 013	4, 133	4, 354
Total	6, 150, 108	6, 757, 368	7, 263, 996



the dti **Programmes**



6. the dti Programmes

6.1 Programme 1: Administration

Purpose

This Programme aims to provide strategic leadership to **the dti** and its agencies, and facilitate the successful implementation of the Department's mandate through sustainable and integrated resource solutions and services that are customer-centric.

Measurable Objectives

- Provide credible and customer-centric services that enhance service delivery;
- Attract, develop and retain professional and skilled officials;
- Implement transformation through Employment Equity (EE) and B-BBEE;
- Ensure value-adding business resource management that enhances efficiency;
- Strengthen **the dti's** corporate governance; and
- Ensure intra-divisional excellence.

Overview

In strengthening the Human Resource (HR) base for **the dti**, the focus in 2010 – 2011 will be on the implementation of various strategies and policy frameworks adopted during the 2009 – 2010 financial year. These include **the dti's** HR Plan, Retention Strategy, HR Development Strategy and Reviewed Performance Management System.

Efforts to fight fraud and corruption will be intensified to minimise the financial risks presented by the current economic recession. The internal control environment will also be reviewed to maintain the highest standard

of financial management, which has resulted in **the dti** obtaining unqualified reports from the Auditor-General (AG) over the past five years.

Information security, as well as the upgrading of information technology (IT) infrastructure and desktop support will be prioritised to enhance business activities and response times.

the dti's Office Space Strategy, adopted in 2009 – 2010, will be amended prior to implementation, in order to incorporate the new accommodation requirements of the newly established Economic Development Department (EDD).

the dti will continue with its drive to improve the level of 41% occupancy of women in senior management positions. Apart from the normal recruitment processes, internal female employees with potential will be identified and developed through the Accelerated Training and Development Programmes.

Although a commendable effort has been made to achieve the 2% target of employing people with disabilities as well as equipping them with assistive devices, **the dti** plans to exceed the aforementioned targets through the initiatives articulated in the Disability Management Strategy, adopted in 2009 – 2010.

The target for the procurement of goods and services from HDIs, currently at 60%, will also be improved upon during the period under review.

Table: Measurable Objectives and Medium-Term Output Targets

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Attract, develop and retain professional and skilled staff	Enhanced HR base; and strengthened skills base	Achievement of activities in the Implementation Plan	Implement: ■ HR Development Strategy ■ Retention Strategy ■ Performance Management System ■ HR Plan	Continue to implement: ■ HR Development Strategy ■ Retention Strategy ■ Performance Management System ■ HR Plan	Review: ■ HR Development Strategy ■ Retention Strategy ■ Performance Management System ■ HR Plan
		Percentage (%) reduction in the vacancy rate	Reduce vacancy rate to 17%	Reduce vacancy rate to 16%	Maintain at 15%
		Percentage (%) staff turnover	Reduce staff turnover to 11,4%	Reduce staff turnover to 10,9%	Reduce staff turnover to 10,4%
Implement transformation through EE and B-BBEE	Enhanced empowerment of HDIs and SMMEs	Achievement of activities in the Implementation Plan	Implement Disability Management Strategy	Continue to implement Disability Management Strategy	Review Disability Management Strategy
		Percentage (%) of staff with disabilities	2,1% of people with disabilities employed	2,2% of people with disabilities employed	2,5% of people with disabilities employed
		Availability of an approved training and development programme for women	Implement training and development for women, per programme	Continue to implement training and development programme for women, per programme	Review training and development programme for women, per programme
		Percentage of women employed in senior management positions	42% of women employed in senior management positions	43% of women employed in senior management positions	44% of women employed in senior management positions
		Percentage spend on procurement to empower HDIs and SMMEs	65% procurement spend on HDIs and SMMEs	70% procurement spend on HDIs and SMMEs	75% procurement spend on HDIs and SMMEs

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Value-adding business resource management that enhances efficiency	Sustainable resource Management	Achievement of activities in the Implementation Plan	Implement Information Security Strategy	Continue to implement Information Security Strategy	Review Information Security Strategy
		Activities in the Master System Plan achieved	<ul style="list-style-type: none"> ■ Upgrade the IT infrastructure ■ Enhance governance and desktop support ■ Automate identified business processes 	Continue to implement Master Systems Plan	Review Master Systems Plan
		Achievement of activities in the Implementation Plan	Amend and implement Office Space Planning Strategy	Implement Office Space Planning Strategy	Review Office Space Planning Strategy
Strengthening the dti's corporate governance	Improved corporate governance achieved and intensified fight against corruption	Achievement of activities in the Implementation Plan	Review and implement the Fraud Prevention Plan	Review and implement the Fraud Prevention Plan	Review and implement the Fraud Prevention Plan

6.2 Programme 2: International Trade and Economic Development (ITED) Division

Purpose

The International Trade and Economic Development (ITED) Division aims to build an equitable global trading system that facilitates development, by strengthening trade and investment links with key economies. It also seeks to foster African development through regional and continental integration and development co-operation, in line with the NEPAD programme.

To achieve this end, ITED will intensify efforts to deepen regional integration in Southern Africa and extend integration across the African continent at large. ITED will also undertake more determined efforts to build diversified production capacity in the region with the Industrial Development Division (IDD) of the dti.

Within the Southern African Customs Union (SACU), ITED's approach will aim to transform the Union into a vehicle for deeper integration, via co-ordinated economic development strategies. Within SADC, the focus will be on consolidating the Free Trade Area (FTA) and working to extend African integration through pursuit of the Trilateral Southern African Development Community (SADC)-East African Community (EAC)-Community of East African States (COMESA) FTA. In parallel, ITED will intensify its work on infrastructure development, particularly through the spatial development initiatives (SDIs). This work will be underpinned by a robust and focused series of bilateral engagements with countries in Africa.

ITED will increase efforts to diversify South Africa's trade and investment relations. In this regard, while ITED will continue to build trade and investment relations with key countries in the North, emphasis will be placed on building

trade and investment relations with countries of the South, which have become the new poles of global economic growth. ITED will also continue to pursue a developmental outcome in the Doha Round, by working to consolidate and strengthen developing country alliances. In addition, the Division will pay greater attention to the trade aspects of the ongoing negotiations on climate change.

Objectives and Measures

- Promote South Africa's role in international trade while addressing economic development by:
 - Negotiating trade rules for global integration, including market access (reciprocal and non-reciprocal),
 - Managing the tariff regime and negotiating investment treaties, and
 - Actively participating in international forums;
- Expand exports, attract investment and leverage technology transfers on an ongoing basis, by consolidating trade relations with traditional markets in the North;
- Establish and strengthen economic relations with dynamic economies in the South, through established intergovernmental platforms with trading partners;
- Assist South African companies to address non-tariff measures with trading partners through regular stakeholder interaction;
- Champion NEPAD and contribute to advancing African peace, security, economic development and integration at the continental, regional and bilateral levels, through ongoing interactions with other African countries;
- Promote regional integration in SACU and SADC, as platforms for integration into the global economy, through continuous trade integration efforts, policy co-ordination and sectoral co-operation initiatives; and
- Promote intra-Africa trade, outward investment into Africa, cross-border infrastructure and SPIs, through intergovernmental platforms with African governments and ongoing capacity-building programmes.

Sub-Programmes

International Trade Development

The International Trade Development (ITD) sub-programme is responsible for designing and implementing policies that promote South Africa's integration into the global economy, in a manner that supports national development objectives. It seeks to build trade relations

and negotiate trade and investment agreements at bilateral, regional and multilateral levels.

ITED is responsible for implementing government policy on non-proliferation (NP), in compliance with multilateral rules governing trade in goods and technology related to weapons of mass destruction. Under the Non-Proliferation Act, **the dti** provides resources to the South African Council for NP to protect national interests, fulfil obligations in accordance with the national NP Policy and meet international obligations.

African Economic Development

The sub-programme focuses on building trade and investment relations with African economies by promoting continental trade and investment. It also seeks to foster regional integration and development through the African Union (AU) and NEPAD), and at a sub-regional level within SADC and SACU. Work on infrastructure development in Southern Africa, particularly through the SDIs, is a key priority. The success achieved in deepening and extending SDIs in the region has laid the foundation for extending the programme across Africa in support of NEPAD objectives.

Transfer Payments

ITED provides transfer payments to:

- The Organisation for the Prohibition of Chemical Weapons, as South Africa's contribution to the Chemical Weapons Convention. The amounts payable are based on the annual fees determined by this organisation.
- ProTechnik Laboratories, as part of the Division's work on non-proliferation. The amounts payable are based on annual fees determined by this organisation.
- The World Trade Organization (WTO), based on the annual assessed fees determined by the country's share of international trade.
- The Development Bank of Southern Africa (DBSA), for regional SDIs, aimed at accelerating sustainable socio-economic development in the region. Funding is disbursed on the basis of approved business and project plans.

Table: Measurable Objectives and Medium-Term Output Targets

Sub-Programme: International Trade Development

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Negotiate trade rules for global integration, including those for market access (reciprocal/ non-reciprocal); Manage tariff regimes and negotiate investment treaties	Contribution to developmental Doha Round Agenda (DDA)	Agreed modalities and position that reflect South Africa's interests	Consolidate South Africa's position in the Doha Development Agenda	Participate in restarting the Doha Round	Participate in conclusion of the Doha Round	Participate in conclusion of the Round
Establish and strengthen economic relations with dynamic economies in the South ('the new growth poles') through established intergovernmental platforms with trading partners	Deepened South-South Co-operation	Agreed exchange of tariff concessions with India	Negotiate Preferential Trade Agreements (PTAs)/tariffs with India	Conclude PTAs with India	Implement PTAs with India	Implement PTAs with India
		Approve PTA between the South African Government and China	Restart Partnership for Growth and Development (PGD) discussions	Conclude procurement PTA with China	Implement procurement PTA with China	Implement procurement PTA with China
		Finalised modalities between South Africa and SACU for trilateral arrangements	Finalise modalities for trilateral discussions	<ul style="list-style-type: none"> ■ Implement a Trilateral PTA ■ Identify other key players in the South 	Implement a Trilateral PTA	Implement a Trilateral PTA
Consolidate trade relations with traditional markets in the North, to expand exports, attract investment and leverage technology transfers through established intergovernmental platforms	<p>Conclusion of Economic Partnership Agreement (EPA)</p> <p>Alignment of SADC-European Union (EU) to the SA-EU Trade Development and Co-operation Agreement (TDCA)</p>	EPA acceptable to South Africa	Finalise decision on South Africa's continued participation	Re-open TDCA negotiations	Conclude TDCA negotiations	Conclude TDCA negotiations

Sub-Programme: African Economic Development

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 Target
Promote regional integration in SACU and SADC, as a platform for integration into the global economy, through development integration that combines: trade integration, policy co-ordination and sectoral co-operation	Common approach to SADC regional integration	Compliance with SADC obligations	<ul style="list-style-type: none"> ■ Consolidate SADC FTA ■ Obtain approval of South African position paper on the establishment of the Trilateral FTA (COMESA-EAC-SADC) 	Consolidate Region of Origin (RoO), Customs Standards and full implementation of FTA discussions on the Trilateral FTA	<ul style="list-style-type: none"> ■ Consolidate RoO, Customs Standards and full implementation of FTA ■ Conduct negotiations on Trilateral FTA 	<ul style="list-style-type: none"> ■ Consolidate RoO, Customs Standards and full implementation of FTA ■ Conduct negotiations on Trilateral FTA
	Vision statement of South Africa within SACU	Agreed South African government strategy	Make decision on the future of SACU – deeper integration or roll-back	Hold discussions on the future of SACU	Continually harmonise policies in FTA	Continually harmonise policies in FTA
	Fostering of African integration	Preparation of South Africa's inputs into the development of the Minimum Integration Programme at the AU level	Implement NEPAD Spatial Development Programme (SDP): Identify anchor projects through stakeholder fora and facilitate implementation through private sector engagement on the projects	Implement projects for the NEPAD SDP	Implement projects for the NEPAD SDP	Implement projects for the NEPAD SDP
	Implementation of cross-border infrastructure development projects (SDIs)	Approval of SDI programme by governments concerned	Conduct pre-feasibility studies for Angola, Lesotho, Mozambique, Zimbabwe and Namibia	<ul style="list-style-type: none"> ■ Review and reprioritise SDIs ■ Pursue the work of Angola, Namibia and South Africa 	Identify and implement SDI projects	Identify and implement SDI projects

6.3 Programme 3: Empowerment and Enterprise Development Division (EEDD)

Purpose

The Empowerment and Enterprise Development Division (EEDD) leads the development of policies and strategies that create an enabling environment for SMMEs and enhances the competitiveness of local and provincial economies, to achieve inclusive shared equity, growth and job creation.

In pursuit of this ideal, **the dti** will facilitate the development and implementation of medium- to long-term enterprise development, empowerment and regional economic development programmes, guided by the following strategic goals:

- o Creation of economic opportunities for enterprises, previously disadvantaged citizens and under-developed regions;
- o Fostering entrepreneurship and innovation through skills development and business support services;
- o Create easy access to finance, and economic inputs, to ease the costs of doing business for enterprises; and
- o Improving efficiency of organisational and institutional arrangements.

Objectives and Measures

- Foster the growth of SMMEs and co-operatives by:
 - o Overseeing the support provided by the Small Enterprise Development Agency (**seda**) to increase the number of SMMEs and co-operatives by 2014,
 - o Ensuring that the contributions of SMMEs and co-operatives to the country's GDP increase from the current 40% to 45% by 2014;
- Facilitating access to procurement opportunities for SMMEs and co-operatives by overseeing the implementation of the Ten Products Project, in order for government to promote their participation when procuring identified products over the next three years;
- Implementing empowerment and equity policies, thereby ensuring the increased economic participation of historically disadvantaged people, via the gazetting of BEE Charters, under Sections 12 and 9 of the Broad-Based Black Economic Empowerment (B-BBEE) Act (2003); and

- Deepening technology support in the regions through the **seda** Technology Programme, by providing access to technology and co-ordinating regional stakeholder participation in employment creation opportunities, thus forming a partnership that is expected to create at least 4 000 jobs by 2013.

Sub-Programmes

Enterprise Development

The Enterprise Development sub-programme seeks to grow and develop SMMEs and co-operatives. Under this sub-programme, provision is made for the roll-out of transfer payments and incentives aimed at supporting co-operatives and SMMEs, so as to withstand the challenges of a contracting economy. The delivery and upscaling of support, particularly to black-owned, rural and township SMMEs, as well as co-operative programmes, will be accelerated. These initiatives include entrepreneurship development, financial and non-financial support programmes. Monitoring the business environment and undertaking regulatory reviews to ensure sustainable SMME development will also be a key focus of **the dti**'s plans in this regard. **the dti** will also work with other spheres of government and the private sector to ensure the effective co-ordination of SMME support services, including the establishment of effective networks of SMME support services.

Provision is thus made under this sub-programme for the following transfer payments and subsidies:

- **The Small Enterprise Development Agency (seda)**, which provides non-financial business development and support services to small enterprises. The amounts payable are based on the approved business plan of the entity, and supporting memoranda of understanding (MoUs); and
- **The United Nations Industrial Development Organisation (UNIDO)**, which channels the South African contribution towards achieving sustainable global industrial development, particularly among small-scale industries. The amounts payable are based on the UN-based assessment scale.

Equity and Empowerment

The Equity and Empowerment sub-programme seeks to implement B-BBEE and women empowerment policies. B-BBEE strives to ensure that the South African economy

is restructured. This is designed to enable the meaningful participation of the majority of its citizens and further create capacity within the broader economic landscape, at all levels, through skills development, employment equity, socio-economic development, preferential procurement and enterprise development. B-BBEE should be implemented in an effective and sustainable manner, in order to unleash and harness the full potential of black people. In this regard, **the dti** will ensure the integration and alignment of the B-BBEE policy with the National Industrial Policy Framework as well as key legislative framework. It will further strengthen the Broad-Based legislation by creating a punitive dispensation to prevent circumvention of B-BBEE. **the dti** will also develop incentives to achieve the overall Empowerment objectives, including the provision of incentives to promote compliance with the B-BBEE policy and legislative framework. In order to promote the effective and efficient implementation of B-BBEE, measures will be introduced to create a reporting framework and reliable database of B-BBEE compliance. **the dti** will also upscale and accelerate the delivery of programmes for the economic empowerment of women and the youth.

Provision is made under this sub-programme for the following transfers and subsidies:

- **The National Empowerment Fund (NEF)**, which facilitates funding for B-BBEE transactions by providing innovative investment solutions for black people. The amounts payable are based on the approved business plans of the entity, and supporting MoUs;
- **The South African Women Entrepreneurs' Network (SAWEN)**, which supports and grows women entrepreneurship through networking facilities. The amounts payable are based on the approved business plans; and
- **The Isivande Women's Fund (IWF)**, which provides financial support to women entrepreneurs to grow their businesses. The amounts payable are based on the approved projects.

Regional Economic Development

The Regional Economic Development sub-programme seeks to enhance the competitiveness of regional and local economies, for sustained economic growth and the development of underdeveloped regions. In order to promote regionally-balanced economic development and address spatial disparities, **the dti** will develop

policy measures and programmes for regional economic development. These measures will focus on financial and institutional support, as well specific measures for supporting and developing small-scale industries through the promotion of regional industrial clusters. In addition, **the dti** will work with other spheres of government to support local economic development (LED).

the dti will also implement programmes on skills development, economic infrastructure, innovation and technology, in order to support priority sectoral and regional industrial development plans. Some of the key programmes include the Technology and Human Resources for Industry Programme (THRIP), the Support Programme for Industrial Innovation (SPII), Centre for Entrepreneurship and Technology Programme.

Under this sub-programme, provision is also made for the following transfer payments and subsidies:

- **The Small Enterprise Development Agency's Technology Programme (stp)**, which is managed by **seda** to finance and support early, seed and start-up technology-based ventures. It aims to enhance South Africa's global competitiveness. The amounts payable are based on qualifying projects;
- **The Technology and Human Resources for Industry Programme (THRIP)**, which is managed by the National Research Foundation (NRF) to support research and technology development. It achieves this by strengthening the numbers and skills of appropriately trained people. The amounts payable are based on approved business plans and qualifying projects;
- **The Support Programme for Industrial Innovation (SPII)**, which is managed by the Industrial Development Corporation (IDC), to support a wide group of enterprises that promote technological development through financial assistance. The aim is for these enterprises to develop innovative, competitive products and processes. Amounts paid are in keeping with a non-repayable grant of between 50% and 75% of qualifying costs; and
- **The Workplace Challenge Programme**, which finances and supports world-class manufacturing and value-chain efficiency improvements in South African companies. The amounts payable are based on qualifying projects.

Table: Measurable Objectives and Medium-Term Output Targets

Sub-Programme: Enterprise Development

Measurable Objectives	Expected Outcomes	Performance indicator/ measure	2010/11 Target	2011/12 Target	2012/13 Target
Implement the Co-operatives Development Programme to assist with the development of small-scale co-operatives	Creation of self-employment and income generation opportunities for under-privileged communities	Total number of sustainable small-scale co-operatives established	<ul style="list-style-type: none"> ■ Develop 10 co-operatives ■ Provide 50 community members with self-generated income and employment 	<ul style="list-style-type: none"> ■ Develop 20 co-operatives ■ Provide 100 community members with self-generated income and employment 	<ul style="list-style-type: none"> Develop 40 co-operatives ■ Provide 200 community members with self-generated income and employment
Establish the Co-operatives Academy	Fostering of collective entrepreneurship through skills development, education and training	Functional Co-operative Academy	Finalise the three-year strategic and business plan	Train and skill 100 co-operative members	Train and skill 200 co-operative members
Establish the Co-operatives Development Agency	Provision of business support services (financial and non-financial) to co-operatives	Functional Co-operative Development Agency	Finalise three-year strategic and business plan	Continuously implement strategic and business plan	Continuously implement strategic and business plan
Develop and implement an emerging franchise businesses development and support programme	Provision of support and development assistance to sustainable black franchise businesses	Functional emerging franchise support programme	Finalise three-year strategic and business plans and source required funding	Establish three fully fledged franchise systems	Establish four fully fledged franchise systems and review progress made
Support the establishment of the dti – Foundation of African Business and Consumer Services (FABCOS) Academy	Provision of on-site business skills training and mentoring	Functional the dti – FABCOS Academy	Develop and pilot proposals with on-site business skills training and mentoring to enterprises	Provide on-site business skills training and mentoring to 960 enterprises	Provide on-site business skills training and mentoring to 1 440 enterprises

Sub-Programme: Equity and Empowerment

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Implement the Equity Equivalent Investment Programme (EEIP)	Increased participation of and compliance by multinational firms to broadening economic participation and inclusion	Number and value of approved EEIP investment projects	Establish 10 participating multinational firms, with 25% of the value of their South African operations	Establish 13 participating multinational firms, with 25% of the value of their South African operations	Establish 16 participating multinational firms, with 25% of the value of their South African operations
Operational Presidential B-BBEE Advisory Council	Increased provision of high-level advise on the B-BBEE policy, strategy and programmes	Ensure the highest quality of policies, strategy and programmes emanating from B-BBEE Advisory Council	Fully operational B-BBEE Advisory Council	Report on, monitor and evaluate B-BBEE Advisory Council operations	Report on, monitor, and evaluate B-BBEE Advisory Council operations
Align B-BBEE legislation to other legislation, to advance Empowerment objectives	Harmonisation of B-BBEE legislation with other legislation to promote economic inclusion	Number of laws aligned to other legislation	Align Preferential Procurement Policy Framework Act to B-BBEE legislation	Align B-BBEE Mining Charter to B-BBEE legislation	Align other prioritised B-BBEE legislation to existing legislation
Roll-out the accreditation of Verification Agencies (VAs)	Effective regulation of the verification industry	Compliance with regulation by VAs	Monitor and evaluate VA reports	Monitor and evaluate VA reports	Conduct impact assessment studies of the VAs
Roll-out the Isivande Women's Fund (IWF)	Increased financial support for women enterprises through the IWF	Number and value of IWF loans approved to support women enterprises	Assist 40 projects via the IWF	Assist 50 projects via the IWF	Assist 60 projects via the IWF
Provide capacity-building for women in arts and crafts through the Bavumile Programme	Skilled women entrepreneurs in arts and crafts through the Bavumile Programme	Number of women supported and number of provinces where the Bavumile Programme is operational	Assist one additional province, with 100 women supported, via the Bavumile Programme	Assist one additional province, with 200 women supported, via the Bavumile Programme	Assist one additional province, with 300 women supported, via the Bavumile Programme

Sub-Programme: Regional Economic Development

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Enhance implementation of the Support Programme for Industrial Innovation (SPII)	Growth in competitive innovations via the SPII	Number of new projects and total value of projects assisted via the SPII	Assist 80 new projects, to the total value of R100m, via the SPII	Assist 85 new projects, with a total value of R110m, via the SPII	Assist 85 new projects, with a total value of R120m, via the SPII
Enhance the implementation of the Technology and Human Resources for Industry Programme (THRIP)	Increase in technological competencies, via THRIP, which contribute to economic growth and increase appropriately trained human resources	Number of new and continuing projects and number of students participating in THRIP	Support 250 projects and 2 000 students via THRIP	Support 250 projects and 2 100 students via THRIP	Support 250 projects and 2 200 students via THRIP
Develop and implement the Regional Industrial Clusters Programme	Increased investments, employment and growth in underdeveloped regions, via the Regional Industrial Cluster Programme	Approved Regional Industrial Cluster Programme	Approve Programme, business plan and funding	Initiate 5 Clusters	Initiate 10 Clusters
Develop and implement the Local Government Capacity-Building Programme for Economic Development	Increased capacity to manage strategies and programmes for economic development at regional and local levels, via the Local Government Capacity-Building Programme for Economic Development	Capacity-Building Programme developed and implemented	Develop and obtain approval for the Programme plan	Roll out the Programme	Roll out the Programme
Develop and implement a strategy on the establishment of industrial parks, to support regional industrialisation programme	Reduced costs of infrastructure for small-scale industries	Approved strategy on industrial parks, and its business plan and budget	Approve the strategy on industrial parks, and its business plan and budget	Implement 1 industrial park (revive or develop)	Implement and monitor 1 industrial park (revive or develop)

Sub-Programme: Regional and Economic Development, cont.

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Modify and expand the Centre for Entrepreneurship Programme	Increased capacity for entrepreneurial development and an entrenched entrepreneurial culture, via the Centre for Entrepreneurship Programme	Expanded Centre for Entrepreneurship Programme	Approve the Centre's expansion plan and budget	Roll out the Centre's expansion plan, to increase reach to at least 2 universities/ provinces	Roll out the Centre's expansion plan, to increase reach to at least four universities/ provinces and conduct an impact assessment thereof
Strengthen the implementation of the Workplace Challenge Programme	Increased productivity and competitiveness of participating enterprises and industries, via the Workplace Challenges Programme	Number of new participating enterprises in the Workplace Challenge Programme	Assist 51 new companies via the Workplace Challenge Programme	Assist 58 new companies via the Programme	Assist 61 new companies via the Programme

6.4 Programme 4: Industrial Development Division (IDD)

Purpose

Facilitate industrial development, supported by government procurement, to create an enabling environment for competitiveness, growth and job creation.

In pursuit of this objective, **the dti** will facilitate the development and implementation of a medium- to long-term industrialisation programme, guided by the following goals:

- Facilitation of diversification beyond our current reliance on traditional commodities and non-tradeable services, by promoting greater value-addition;
- Movement towards a knowledge economy;
- Promotion of more labour-absorbing industrialisation;
- Industrialisation, characterised by broader participation of historically disadvantaged people and marginalised regions; and
- Contribution to industrial development on the African continent, with an emphasis on building productive capacities.

Objectives and Measures

- Contribute to the direct and indirect creation of decent jobs, added value and competitiveness, in both domestic and export markets, by developing policies, strategies and programmes for the manufacturing sector and related sectors;
- Ensure, through regulatory institutions, that technical infrastructure policies and institutions (including standard, quality assurance, and accreditation and metrology institutions) play a strategic role in industrial policy, particularly in dealing with unsafe and poor quality imports and promoting access to high value export markets on an ongoing basis;
- Upscale industrial policy by developing and implementing an annual three-year rolling industrial policy action plan;
- Support industrial upgrading through:
 - Implementing specific incentives schemes that support capital investment over the MTEF period, and
 - Developing and implementing an industrial climate change response plan and cleaner production initiatives in at least 200 companies, from 2009/10 to 2012/13; and
- Leverage the economic benefits and development support of South African industries through government procurement, thus creating or retaining 20 000 direct jobs by 2013.

Sub-Programmes

Industrial Competitiveness

The Industrial Competitiveness sub-programme develops policies, strategies and programmes to strengthen the ability of manufacturing and other value-added sectors to create decent jobs and increase value-addition and competitiveness in domestic and export markets, as set out in the annual three-year rolling Industrial Policy Action Plan (IPAP). The sub-programme includes a number of standards-related or technical infrastructure entities. Provision is made under this sub-programme for the following transfers and subsidies:

- **The South African Bureau of Standards (SABS)** which, together with other technical infrastructure institutions, namely the National Metrology Institute of South Africa (NMISA) and the National Regulator for Compulsory Specifications (NRCS), develops and maintains standards, promotes quality and provides conformity assessment services to support these standards. These standards promote safety and consistency of quality for consumers. They also contribute to creating a fair trading environment in the domestic market and securing export market access for producers. Funding is based on the approved business plan of the entity and supporting memoranda of understanding (MoUs);
- **The SABS's Plant Infrastructure Allocation**, which goes towards the modernisation of infrastructure and laboratories in order for SABS to carry out its mandate. Funding is based on the approved project plan;
- **The SABS's Small Business Technical Consulting Programme**, which is a member of numerous international organisations dealing with technical infrastructure and regulatory activities. Funding is based on the approved business plan and distributed according to the membership fees of the various organisations;
- **The National Metrology Institute of South Africa (NMISA)**, which provides for the domestic use of international systems of units and other measurement units, and designates, maintains and keeps national measurement units and standards. Funding is based on the approved business plan of the entity and supporting MoUs;
- **The National Regulator for Compulsory Specifications (NRCS)**, which administers and maintains compulsory specifications and regulations that may affect public health, safety or the environment,

and has the legal metrology responsibility. Funding is based on the approved business plan of the entity and supporting MoUs;

- **The South African National Accreditation System (SANAS)**, which gives formal recognition that laboratories, certification bodies, inspection bodies, proficiency testing scheme providers and good laboratory practice (GLP) test facilities are competent to carry out specific tasks. Funding is based on the approved business plan of the entity and supporting MoUs; and
- **The African Programme on Rethinking Development Economics (APORDE)**, which is an annual high-level training programme in development economics, aimed at building capacity in relation to industrial development. Its focus is on ensuring participation from South Africa and the rest of the African continent. Funding is based on a supporting MoU and approved business plan.

Customised Sector Programmes

This sub-programme develops and implements high-impact sector strategies focused on manufacturing and other value-added sectors, to create decent jobs and increase value-addition and competitiveness in domestic and export markets, as set out in the annual three-year rolling IPAP. Provision is made under this sub-programme for the following transfers and subsidies:

- **The Council for Scientific and Industrial Research's Aerospace Industry Programme**, which promotes an industry supplier base that is integrated into global supply chains. This includes the objective of stimulating small business and BEE participation through various clustering initiatives. Funding is based on a supporting MoU and approved business plan;
- **The Council for Scientific and Industrial Research's (CSIR's) National Cleaner Production Centre (NCPC)**, which undertakes specific cleaner production projects in the chemicals, agro-processing, clothing, textiles and automotive sectors. Funding is based on a supporting MoU and approved business plan, and distributed to qualifying projects.
- **The National Foundry Technology Network**, which aims to contribute to the resuscitation of the foundry industry by providing training to existing personnel and new trainees, promoting foundry Small to Medium Enterprises (SMEs), providing technical foundry support and conducting research and development

(R&D) and technology transfers. Funding is based on a supporting MoU and approved business plan, and distributed to qualifying projects.

- **The Intsimbi National Tooling Initiative**, which is a turn-around intervention, aimed at the rehabilitation and growth of the Tool, Die and Mould manufacturing industry. The initiative facilitates the development of the tooling industry through appropriate skills development and technology upgrading programmes. Funding is based on a supporting memorandum of understanding and approved business plan and

distributed to qualifying projects.

- **The United Nations Industrial Development Organisation's (UNIDO's) Automotive Component Supplier Development Programme**, which aims to improve the competitiveness of SME suppliers in the automotive component industry and enables them to participate in the local and international supply chains, through plant-level efficiencies. Funding is based on a supporting MoU and approved business plan, and distributed to qualifying projects.

Table: Measurable Objectives and Medium-Term Output Targets

Sub-Programme: Industrial Competitiveness

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Development and upscaling of the Industrial Policy Action Plan (IPAP)	Improved economic diversification, economic growth, investment and job creation	Finalised and upscaled three-year IPAP	Continuously co-ordinate IPAP implementation	<ul style="list-style-type: none"> ■ Continuously co-ordinate IPAP implementation ■ Conduct a comprehensive review of IPAP implementation 	Finalise and publish a three-year IPAP
Revise and strengthen the National Industrial Participation Programme (NIPP) to optimise its effectiveness in leveraging government procurement	<ul style="list-style-type: none"> ■ Cabinet Memorandum to give effect to proposed changes to NIPP ■ Process of amending the existing NIPP Guidelines initiated 	<ul style="list-style-type: none"> ■ Approved Cabinet Memorandum by September 2010 ■ Published amended NIPP Guidelines 	Obtain approved Cabinet Memorandum	<ul style="list-style-type: none"> ■ Amend the NIPP Guidelines 	<ul style="list-style-type: none"> ■ Review the impact of changes to the NIPP
Increase in total value of investment and export credits under the NIPP	Exports and new investments derived from the NIPP	Total value of investment and export credits	Exports and new investments to total US\$15bn	Exports and new investments to total US\$16bn	Exports and new investments to total US\$20bn
Total number of direct jobs created through the NIPP	Increased job creation	Total number of direct jobs created	Create 19 000 direct jobs	Create 20 000 direct jobs	Create 22 500 direct jobs

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Development and upscaling of the Industrial Policy Action Plan (IPAP)	Improved economic diversification, economic growth, investment and job creation	Finalised and upscaled three-year IPAP	Continuously co-ordinate IPAP implementation	<ul style="list-style-type: none"> Continuously co-ordinate IPAP implementation Conduct a comprehensive review of IPAP implementation 	Finalise and publish a three-year IPAP
Revise and strengthen the National Industrial Participation Programme (NIPP) to optimise its effectiveness in leveraging government procurement	<ul style="list-style-type: none"> Cabinet Memorandum to give effect to proposed changes to NIPP Process of amending the existing NIPP Guidelines initiated 	<ul style="list-style-type: none"> Approved Cabinet Memorandum by September 2010 Published amended NIPP Guidelines 	Obtain approved Cabinet Memorandum	<ul style="list-style-type: none"> Amend the NIPP Guidelines 	Review the impact of changes to the NIPP
Increase in total value of investment and export credits under the NIPP	Exports and new investments derived from the NIPP	Total value of investment and export credits	Exports and new investments to total US\$15bn	Exports and new investments to total US\$16bn	Exports and new investments to total US\$20bn
Total number of direct jobs created through the NIPP	Increased job creation	Total number of direct jobs created	Create 19 000 direct jobs	Create 20 000 direct jobs	Create 22 500 direct jobs
Strong mandatory standards enforcement and additional mandatory standards in sensitive areas	NRCS system linked to South African Revenue Service (SARS) to move enforcement to the borders	MoU between SARS and the NRCS	Stop illegal imports through a linkage between the NRCS and SARS, by introducing a pre-border approval system	Roll-out and monitor enforcement at borders for : <ul style="list-style-type: none"> Food and allied products Vehicles, tyres and vehicle components; Electrical products and components; Building and construction; Cleaning and sanitation chemicals; and Personal protective equipment 	Monitor enforcement at borders for: <ul style="list-style-type: none"> Food and allied products; Vehicles, tyres and vehicle components; Electrical products and components; Building and construction; Cleaning and sanitation chemicals; and Personal protective equipment

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Strong mandatory standards enforcement and additional mandatory standards in sensitive areas	New mandatory standards	Publication of the Compulsory Specifications in the Government Gazette	Develop and publish compulsory specifications in the Government Gazette for: - Energy efficient lamps; - Processed meat and live aquaculture abalone; and - Electrical products in fixed installations	Develop and publish compulsory specifications in the Government Gazette for: - Plumbing components; - Electrical products in fixed installations; and - Water efficiency for buildings	Develop and publish compulsory specifications in the Government Gazette for: - Electrical vehicles; - Electrical products in fixed installations; and - Water efficiency for buildings
Develop quality infrastructure and regulations for energy efficiency	Energy-efficient technical support and regulations	<p>■ Publication in the Government Gazette of energy-efficient building regulations for new buildings, including:</p> <p>- Compulsory requirements for solar water heaters in all new buildings; - Energy-efficient lamps; and - House-hold appliances and equipment</p>	<p>■ Finalise energy-efficient building regulations and compulsory specifications for energy-efficient lamps</p>	<p>■ Finalise compulsory specifications for appliances</p> <p>■ Facilitate and advocate for local government implementation of the new energy-efficient building regulations with the NRCS, Dept of Environmental Affairs and local government</p>	<p>■ Finalise compulsory specifications for equipment</p> <p>■ Facilitate and advocate for local government implementation of the new energy-efficient building regulations with the NRCS, Dept of Environmental Affairs and local government</p>
Embark on industrial energy-efficiency project to contribute to reduction of industrial energy demand	Reduction of electricity power demand by 23 000GWH over four years	Establishment of the Project Steering Committee	<p>■ Reach consensus with business (Business Unity South Africa) on the project execution plan</p> <p>■ Conduct the first energy practitioner 'train-the-trainer' training programme</p>	Undertake extensive training programmes, including two training workshops involving 16 energy practitioners	Commence energy power demand reduction measurements

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Enhanced conformity assessment capacity to support specific industries	<ul style="list-style-type: none"> ■ Incentives for laboratory testing, inspection and certification ■ Technical support for exports through upgrading the national power, energy, biofuel and biological measurement standards, dimension measurement for automotives and capacity to do testing for agricultural and fish exports 	<ul style="list-style-type: none"> ■ Competitiveness Fund support for conformity assessment ■ Upgraded capacity within the SABS and NMISA 	<ul style="list-style-type: none"> ■ Design incentive proposals accessible to testing, inspection and certification facilities ■ Develop a Capital Expenditure (CAPEX) Fund proposal and the dti to establish a baseline 	<ul style="list-style-type: none"> ■ TEO to administer the incentive ■ the dti to administer the CAPEX Fund 	<ul style="list-style-type: none"> ■ TEO to administer the incentive ■ the dti to administer the CAPEX Fund
Technical infrastructure support for exports	Common Southern African Development Community (SADC) standards and regulations for the motor vehicle and chemical industries, to support South African exports	Common SADC standards and regulations	SADC Co-operation in Standardisation (SADCSTAN) develops common SADC standards and SADC Technical Relations Liaison Committee (SADCTRLC) commences work on common regulations	Hold workshops with SADC regulators	Develop draft common regulations
Implementation of Cleaner Production (CP) measures	More industry sectors understanding and adopting CP	CP audits and advocacy	Conduct 105 CP audits in IPAP sectors	Conduct 130 CP audits in IPAP sectors	Conduct 170 CP audits in IPAP sectors
Sub-Programme: Customised Sector Programmes					
Identification of fleets for the public CAPEX Programme to create a streamlined demand platform to make investments in the associated supply chains viable	Streamlined demand platform to make investments in the associated supply chains viable	<ul style="list-style-type: none"> ■ Agreed fleet programme list with the procuring entities ■ Agreement on the funding model 	<ul style="list-style-type: none"> ■ Finalise agreed list of fleets and products for implementation ■ Obtain buy-in from the procuring entities and National Treasury (R1m funding required) 	<ul style="list-style-type: none"> ■ Implement roll-out of fleets, as per agreed list ■ Monitor progress of implementation (R2m funding required) 	<ul style="list-style-type: none"> ■ Implement roll-out of fleets, as per agreed list ■ Monitor progress of implementation (R3m funding required)

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Competitive financing programme for suppliers into the public CAPEX programme	Increased participation by value of South African suppliers in the public CAPEX programme	<ul style="list-style-type: none"> ■ Percentage increase of local content in Public Works programmes ■ Number of South African suppliers accessing incentive package/ winning Public Works tenders 	Design and approval of incentive package	Implement roll-out of the incentive programme	Review and adjust the incentive programme
Profiling, benchmarking and match-making programme with the United Nations Industrial Development Organization (UNIDO)	Increase participation of local suppliers in the public CAPEX programme through improved competitiveness	<ul style="list-style-type: none"> ■ Approved funding mechanism for the next three years ■ Approved business plan 	<ul style="list-style-type: none"> ■ Approve business plan/ project proposal with UNIDO ■ Source funding for the programme and finalise the Memorandum of Agreement (MoA) ■ Monitor the roll-out of the UNIDO programme: <ul style="list-style-type: none"> - Increase number of SPX (Sub-contracting and Partnership Exchanges) centres; and - Participate in the hubs and task team, in order to influence local content decisions (R6 million funding required) 	<ul style="list-style-type: none"> ■ Monitor the roll-out of the UNIDO programme: <ul style="list-style-type: none"> - Increase the number of SPX centres; and - Participate in the hubs and task team, in order to influence local content decisions (R6,5m funding required) 	<ul style="list-style-type: none"> ■ Monitor the roll-out of the UNIDO programme: <ul style="list-style-type: none"> - Increase number of SPX centres; and - Participate in hubs and task team in order to influence local content decisions (R7m funding required)

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Skills development and upgrading programmes via the National Foundry Technology Network (NFTN)	Facilitate the development of the foundry industry through appropriate skills development and upgrading programmes	<ul style="list-style-type: none"> ■ Approved business plan ■ Signed MoA ■ Secured additional funding 	<ul style="list-style-type: none"> ■ Finalise 2010/11 business plan with the NFTN Steering Committee ■ Finalise and sign the MoA between the dti and CSIR ■ Source additional funding for the NFTN programme within the division ■ Monitor implementation of the business plan (R10,4m funding required) 	<ul style="list-style-type: none"> ■ Finalise 2011/12 business plan with the NFTN Steering Committee ■ Monitor and evaluate (M&E) ■ Monitor implementation of the business plan (R12,5m funding required) 	<ul style="list-style-type: none"> ■ Finalise 2012/13 business plan with the NFTN Steering Committee ■ M&E ■ Monitor implementation of the business plan (R12,5m funding required)
Skills development and technology upgrades via the National Tooling Initiative	Increased competitiveness of South African tooling through skills development and technology upgrades, under the National Tooling Initiative	<ul style="list-style-type: none"> ■ Total number of apprentices trained via the National Tooling Initiative ■ Total number of companies profiled via the National Tooling Initiative ■ Total number of companies assisted in upgrading via the National Tooling Initiative 	<ul style="list-style-type: none"> ■ Completion of National Tooling Initiative pilot pre-apprenticeship programme (150 students) ■ Commence pilot National Tooling Initiative apprenticeship programme (350 students) ■ 50 companies profiled 	<ul style="list-style-type: none"> ■ Expand the National Tooling Initiative's skills development programme ■ Implement roll out of the National Tooling Initiative's skills development programme to provincial structures 	Align the National Tooling Initiative's skills development programme with mainstream Sector Education and Training Authority (SETA) programmes
Development of a Gold Loan Scheme to improve access to gold	<p>Increased investments and exports in gold jewellery manufacturing activities</p> <p>Increased participation of SMEs in gold jewellery manufacturing activities</p>	Finalisation of agreement with role-players on the Gold Loan Scheme, administrative functions and conditions for support	<ul style="list-style-type: none"> ■ Obtain buy-in from the IDC to administer the programme and guarantee the gold ■ Obtain approval of Gold Loan Scheme from role-players, including mining houses (no funding required) 	■ Implement roll-out of Gold Loan Scheme to qualifying jewellers (R60m funding required)	■ Implement roll-out of Gold Loan Scheme to additional qualifying jewellers (R60m funding required)

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Increase in supply of capital equipment into projects in Africa	Development of tool to be used by South African suppliers to identify and increase participation in capital projects in Africa	Completion of capital projects study and development of usable tool	Complete capital projects study and develop tool for use by South African suppliers	Promote and test the tool	Develop support programmes for South African capital equipment suppliers into African projects
Establishment of the National Food Safety Agency	Retention of 200 000 jobs in the agri-business sector and the creation of 10 000 jobs over 10 years	Letter from the Director-General of the dti to the Department of Agriculture, Forestry and Fisheries (DAFF) and Department of Health (DoH) counterparts, indicating core elements for National Food Safety Agency	Draft the Policy on Food Safety, leading to the establishment of the National Food Safety Agency	<ul style="list-style-type: none"> ■ Present Food Safety Policy to Cabinet for approval ■ Develop National Food Safety Agency structure 	<ul style="list-style-type: none"> ■ Implement Policy, once approved ■ Establish National Food Safety Agency
Implementation of all four key components of the Organic Produce Sector Strategy	Creation of 20 000 jobs over 10 years, via the Organic Produce Sector Strategy	<ul style="list-style-type: none"> ■ Organic Produce Policy finalised for comment by industry players ■ Organic standards finalised and approved ■ Industry body, the South African Organic Sector Organisation (SAOSO) established and registered with the Companies and Intellectual Property Registration Office (CIPRO) 	<ul style="list-style-type: none"> ■ Present Organic Produce Policy presented to Cabinet for approval ■ Implement produce standards to regulate certification of exports and imports of organic produce ■ Contract at least 10 small farmers / processors to supply food retail chains with organic food 	<ul style="list-style-type: none"> ■ Contract at least 30 small farmers / processors to supply food retail chains with organic produce 	<ul style="list-style-type: none"> ■ Contract at least 50 small farmers / processors to supply food retail chains with organic produce

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Implementation of phase two of the Public-Private Partnership (PPP) Fruit Canning Initiative	<ul style="list-style-type: none"> ■ Penetration of the Indian market and achievement of sales to the value of R2m in 12 months ■ Doubling of exports to China within the next 5 years and achieve sales to the value of R5m ■ Increased labour on farms – 250 new jobs 	<ul style="list-style-type: none"> ■ MoA developed and signed between the dti and the South African Fruit and Vegetable Canners Association (SAFVCA) ■ China market penetrated and sales to the value of R2m achieved ■ SAFVCA's exports to China doubled ■ Increased labour on farms 	Existing and established export market growth of at least 3% per annum, to an estimated sales value of R13m achieved	Increase the sales of fruit and vegetable products on the domestic and regional market by 10% to an estimated sales value of R300m	<ul style="list-style-type: none"> ■ An increase in sales, to the value of R33,6m ■ Establishment of additional 4 000 tonnes of fruit, from emerging farmers, to an estimated value of R7,2m
Development and branding support for Rooibos and Honeybush teas	<ul style="list-style-type: none"> ■ Fifty percent (50%) increase in exports of finished products by 2013 ■ Retention of 5 000 jobs 	Rooibos and Honeybush Tea Strategy approved by the dti's Executive Board	Export Market Development Programme approved by the dti's Executive Committee and Board	<ul style="list-style-type: none"> ■ Launch the Export Market Development Programme ■ Achieve a 20% increase in exports of finished products 	Achieve a 50% increase in exports of finished products
Development of a sustainable, commercially-viable, niche market in high-value organic cotton (100 hectares)	<p>Creation of 10 000 new jobs in the organic cotton farming sector</p> <ul style="list-style-type: none"> ■ Increasing farm land for the planting of organic cotton, from 0 hectares in 2009 to 100 hectares by 2011/12 	Provision of data, via the statutory body Cotton SA, on hectares of farm land availed for the planting of organic cotton and number of jobs created	<ul style="list-style-type: none"> ■ Develop the Technical Assistance Programme ■ Appoint service provider to develop an appropriate marketing strategy ■ Sign MoA with Cotton SA to implement the Technical Assistance Programme and marketing strategy ■ Cotton SA to develop a training manual on the Programme, for Agri-SETA's approval 	<ul style="list-style-type: none"> ■ Implement the project in two provinces ■ Implement a comprehensive marketing strategy for high-quality South African cotton ■ Plant the initial 50 hectares of organic cotton 	<ul style="list-style-type: none"> ■ Double the project output with 100 hectares of organic cotton being planted ■ Continue to implement the market strategy comprehensive marketing strategy

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Improvement in food security indices in South Africa via the number of children/adults reporting hunger and the contribution of food price inflation to national inflation. In addition to the poverty alleviating effect of the project, 5 000 jobs will be created over a 10-year period	<ul style="list-style-type: none"> ■ Reduced food insecurity, especially amongst children/adults ■ Establishment of the commercially-viable Small-Scale Milling Programme 	<ul style="list-style-type: none"> ■ MoA with retailers and food corporations ■ MoA with the SABS to test weight and flour content of bread on a quarterly basis ■ Decline of 1% in the number of children and adults reporting hunger over the previous 12 months, as provided by Statistics South Africa (StatsSA) 	<ul style="list-style-type: none"> ■ Appoint service provider to develop institutional model ■ Conclude MoA with SABS on compliance testing in basic food products ■ Obtain approval of institutional model by the dti's Executive Board ■ Publicise calls for Proposals for franchisers ■ Develop new technology in small-scale milling 	<ul style="list-style-type: none"> ■ Appoint franchiser to roll out the Small-Scale Milling Programme ■ SABS to continue to test bread on a quarterly basis 	<ul style="list-style-type: none"> ■ Continue to roll-out Small-Scale Milling Programme ■ Continued testing of bread by the SABS, on a quarterly basis.
Scoping of the desirability of establishing a National Agro-Processing Innovation Centre	<ul style="list-style-type: none"> ■ Establishment of a National Agro-Processing Innovation Centre ■ Improvement in the number of new agro-processing products launched and process innovations 	<ul style="list-style-type: none"> ■ Establishment of an effective institution to drive the agro-processing innovation activities ■ Number of new products and process innovations commercialised 	<ul style="list-style-type: none"> ■ Finalise the terms of reference for a scoping study on the establishment of a National Agro-Processing Innovation Centre ■ Appoint a service provider to conduct the scoping study 	<ul style="list-style-type: none"> ■ Develop the institutional structure of the Agro-Processing Innovation Centre and obtain the dti's Executive Board's approval to proceed ■ Complete the scoping study ■ Secure the necessary funds from the dti budget 	Establish the National Agro-Processing Innovation Centre

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Establishment of a commercially-viable Biofuels Sector in South Africa	<ul style="list-style-type: none"> ■ Establishment of the Biofuels Sector ■ 125 000 jobs created within the Biofuels Sector, over next 10 years 	<ul style="list-style-type: none"> ■ Number of companies operating in the Biofuels Sector ■ Number of jobs created in the Biofuels Sector 	<p>the dti to collaborate with DOE to develop Biofuel Regulations, which provide investor certainty, through a supportive regulatory environment and mandatory blending of 2%, scaling-up to 10% over 10 years</p>	The IDC to establish four biofuel operations in South Africa	<ul style="list-style-type: none"> ■ Ensure that biofuel companies are fully operational, and meet the blending targets
Development of the Aquaculture Sector	20 000 jobs created over a period of 10 years, via the Aquaculture Sector	<ul style="list-style-type: none"> ■ Aquaculture Sector Strategy developed ■ Support measures developed for the Aquaculture Sector 	Obtain approval for the Aquaculture Sector Strategy from the dti's Executive Board	Develop incentives and other necessary instruments for the Aquaculture Sector	<ul style="list-style-type: none"> ■ Develop market access to the Aquaculture Sector ■ Secure investments in the Aquaculture Sector
Long-term sustainability of the Sugar Industry	Approximately 77 000 jobs retained in rural areas, in the Sugar Industry	<ul style="list-style-type: none"> ■ Sugar Industry Sector Strategy approved and implemented ■ Analysis of the level of government intervention required to ensure viability of a Sugar Industry 	<ul style="list-style-type: none"> ■ Obtain approval for the Sugar Industry Strategy ■ Commence implementation of key action programmes ■ Finalise an analysis of the level of government intervention required in the Sugar Industry 	<ul style="list-style-type: none"> ■ Implement the key action programmes ■ Develop and implement government intervention programmes 	<ul style="list-style-type: none"> ■ Implement the key action programmes ■ Develop and implement government intervention programmes implementation key action programmes ■ Continued implementation of government intervention programmes

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Sustainability and growth of local automotive and components manufacturing capacity	<ul style="list-style-type: none"> ■ Launched Automotive Investment Scheme (AIS) ■ Finalisation of the Automotive Production and Development Programme (APDP) implementation guidelines ■ Competitive-ness improvements in component manufacturing, with the intention of retaining jobs in the automotive sector 	<ul style="list-style-type: none"> ■ Value of investments per annum ■ Publication of the APDP guidelines ■ Number of firms participating in Supplier Development Programme 	<ul style="list-style-type: none"> ■ R3bn ■ Publish the APDP implementation guidelines ■ Increase participation of firms by 30 from the previous quarter 	<ul style="list-style-type: none"> ■ R4bn ■ Further 29 firms to participate from quarter 4 	<ul style="list-style-type: none"> ■ R3bn ■ Total of 75 firms assisted via the SDP
Growth and Support of the cosmetics value chain via the Cosmetics SMME Development Programme	<ul style="list-style-type: none"> ■ Improved collaboration amongst various stakeholders in the cosmetics value chain ■ 1 800 Black cosmetics SMMEs operating from backyards and other remote areas made more competitive 	<ul style="list-style-type: none"> ■ MoU signed between the dti and various stakeholders in the cosmetics industry ■ 600 Black cosmetics SMMEs operating from backyards and other remote areas made more competitive on a yearly base 	600 Black cosmetics SMMEs operating from backyards and other remote areas made more competitive	600 Black cosmetics SMMEs operating from backyards and other remote areas made more competitive	600 Black cosmetics SMMEs operating from backyards and other remote areas made more competitive
Development support of the Oil and Gas Services Industry	Increased GDP contribution of the South African Oil and Gas Alliance (SAOGA) by 10% in 2014	Approved and stakeholder-supported Programme approved for implementation	Conclude bilateral agreements with oil-producing countries in East Africa	Sign MoU with major oil contractor	Develop marketing plan, as agreed between all key stakeholders

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Increased capacity and support provided to the Ship-Building and Repair Industry, via the Port Infrastructure Development Programme	Increased capacity and operational efficiency of ship-building/repair port infrastructure by 2012	Approved and stakeholder-supported Port Infrastructure Programme and implementation	Increase efficiency and capacity at the Cape Town Port, to benefit the ship-building/repair industry	Increase efficiency and capacity at the Durban Port, to benefit the ship-building/repair industry	Increase efficiency and capacity at the Richards Bay Port, to benefit the ship-building/repair industry
Identification of specialised tourism sectors, via the establishment of the Niche Tourism Development Framework	<ul style="list-style-type: none"> ■ Establishment of the Niche Tourism Development Framework ■ Research conducted on six Niche Tourism sectors, identified in Framework ■ Registration of relevant Niche Tourism associations with the dti 	<ul style="list-style-type: none"> ■ Niche Tourism Development Framework in place ■ Number of Niche Tourism research reports completed ■ Number of associations registered with the dti, under the Sector-Specific Assistance Scheme (SSAS) 	<ul style="list-style-type: none"> ■ Finalise the Niche Tourism Development Framework ■ Execute and finalise research on Niche Tourism sectors 1 and 2 (to be identified) ■ Register industry associations under the SSAS, for Avitourism 	<ul style="list-style-type: none"> ■ Complete research on the Niche Tourism sectors 3 and 4 (to be identified) ■ Register industry associations under the SSAS, for Niche Tourism sectors 1 and 2 	<ul style="list-style-type: none"> ■ Complete research on the Niche Tourism sectors 5 and 6 (to be identified) ■ Register industry associations for the Niche Tourism sectors 3 and 4
Implementation of the Electronics Strategy and diversification thereof into set-top-box (STB) production, to realise the country's Digital Migration Policy	Upgrading of White Goods Sector and support of the local manufacture of STBs	Competitive white Goods Sector	Obtain funding and initiate programmes, which seek to ensure the local production of white goods and STBs	Continue and broaden these programmes to include more companies	Roll-out these white goods and STB-production programmes and their related service programmes
Creation of renewable and nuclear energy industries	Local production capabilities created/identified and developed	New industries created in the nuclear and renewable energy sectors	Finalise strategies and source funding to support local production of identified components	Initiate local production of nuclear and renewable energy	Roll-out the local production of renewable and nuclear energy

6.5 Programme 5: Consumer and Corporate Regulation Division (CCRD)

Purpose

The Consumer and Corporate Regulation Division (CCRD) aims to develop and implement coherent, predictable and transparent regulatory solutions that facilitate easy access to redress and efficient regulation for economic citizens.

Objectives and Measures

- Facilitate easy access to economic participation by:
 - Providing economic opportunities for historically disadvantaged citizens,
 - Enhancing business confidence and certainty in South African business regulation,
 - Overseeing the dti's regulatory entities and developing legislation, and
 - Enhancing capacity to monitor the effectiveness of these regulatory agencies and assess their impact on the economy;
- Ensure consumer protection by:
 - Aligning the Alienation of Lands Act (1981) with the Estate Agency Affairs Act (1976) over the MTSF period, and
 - Comprehensively reviewing various intellectual property (IP) laws and policies on an ongoing basis;
- Improve efficiency in the governance structures on lottery matters and ensure the optimal distribution of lottery funds for departmental purposes by ensuring harmonisation, avoiding fragmentation, promoting economic development and encouraging innovation;
- Increase public knowledge on the socio-economic impact of the consumption of alcohol, by providing ongoing consumer education; and
- Assess the socio-economic impact of gambling by reviewing the proliferation thereof.

Sub-Programmes

Legislation and Policy Development

The Legislation and Policy Development sub-programme is responsible for developing coherent, predictable and transparent regulatory solutions.

Enforcement and Compliance

The Enforcement and Compliance sub-programme ensures that participants in economic activities are aware

of and comply with consumer and corporate rules.

Regulatory Services

The Regulatory Services sub-programme monitors the performance and effectiveness of a number of regulatory agencies, and facilitates the sourcing and transfer of funds to the following agencies:

- **The National Consumer Tribunal (NCT)**, which adjudicates on credit and consumer matters, to ensure equity in the credit market and balances the rights and responsibilities of credit providers and consumers.
- **The National Credit Regulator (NCR)**, which regulates the consumer credit industry, to improve consumer protection in the end-user credit market and provide effective debt counselling and review mechanisms. The amounts payable are based on the approved business plan of the entity and supporting MoUs;
- **The National Gambling Board (NGB)**, which provides a regulatory framework for gambling practices and monitors the socio-economic effects of gambling on citizens. The amounts payable are based on the approved business plan of the entity and supporting MoUs;
- **The National Consumer Commission**, which ensures well-functioning markets that are fair, competitive and responsible to consumers. The amounts payable are based on the approved business plan of the entity and supporting MoUs;
- **The Companies and Intellectual Property Commission**, which deals with registration of companies, adherence to financial standards, provision of business rescue interventions and enforcement of non compliance. The amounts payable will be based on the approved business plan of the entity and supporting memoranda of understanding. Companies and Intellectual Property Registration Office (CIPRO) will cease to exist in its current form and will be part of this entity;
- **The Companies and Intellectual Property Tribunal**, which is responsible for adjudicating matters arising from the Companies Act. The amounts payable will be based on the approved business plan of the entity and supporting MoUs;
- **The World Intellectual Property Organisation (WIPO)**, which facilitates South Africa's contribution to an international regime for IP. The amount payable is based on a membership fee;

- **The Estate Agency Affairs Board (EAAB)**, whose main role is to regulate the activities of estate agents and protect the public against unscrupulous members of this profession;
- **The National Lotteries Board (NLB)**, whose role is to regulate the lotteries regime and facilitate the distribution of lottery funds for worthy causes and developmental purposes; and
- **The Takeover Regulation Panel and the Financial Reporting Standards Council**, which will also be established pursuant to the Companies Act and assume responsibility for regulating affected transactions and the issuance of standards.

The Companies and Consumer Protection Acts (2008) will bring about five additional regulatory agencies, as per the above list:

- Companies and Intellectual Property Commission;
- Companies and Intellectual Property Tribunal;
- Takeover Regulation Panel;
- Financial Reporting Standards Council; and
- National Consumer Commission.

Additional funds to support these institutions will be required from the National Treasury. Some of these agencies will be self-funding.

Interventions

- Monitoring special events and facilitating the licensing processes to advance transformation and entry into markets;
- Enforcing and monitoring compliance with IP and liquor-related legislation;
- Introducing the IP Laws Amendment Act and publishing a policy document on IP reform for public comment in 2010/11, which aims to align and harmonise IP laws and national policies related to IP;
- Reviewing the Estate Agency Affairs Act (1976), which mainly regulates estate agent activities, in order to protect consumers;
- Reviewing of the Alienation of Land Act (1981) for proper alignment and co-ordination with the Estate Agency Affairs Act, to avoid fragmentation of consumer legislation and regulation of estate agent-related matters;
- Conducting inspections and investigations in relation to violation of legislation and regulations in the areas of liquor, companies, IP rights and consumer protection;
- Assessing the outlook of the liquor industry in South Africa and the efficacy of existing regulatory instruments for the size of the industry;
- Creating specialised capacity for policy and legislative work, research and impact assessment;
- Overseeing the implementation of the regulatory entities and their performance; and
- Assessing the socio-economic impact of gambling and proliferation.

Table: Measurable Objectives and Medium-Term Output Targets

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Development of regulations to implement legislation	<ul style="list-style-type: none"> ■ Published regulations for the following legislation: <ul style="list-style-type: none"> - Companies Act; - Consumer Protection Act; - National Gambling Act; and - Competition Amendment Bill 	<ul style="list-style-type: none"> ■ All regulations developed and published by the Minister of Trade and Industry ■ Monitoring and evaluation reporting 	<ul style="list-style-type: none"> ■ Implementation and reports submitted ■ Implementation of regulations and submission of monitoring reports 	Monitor and evaluate regulations	Continued monitoring and evaluation of regulations
Estate Agency Law reform	<ul style="list-style-type: none"> ■ Bill finalised and approved by Cabinet ■ Regulations developed and published by the Minister of Trade and Industry 	<ul style="list-style-type: none"> ■ Bill approved by Cabinet and introduced in Parliament ■ Regulations issued 	<ul style="list-style-type: none"> ■ Obtain Cabinet approval of the Bill for its introduction in Parliament ■ Develop and issue regulations for implementation 	Implement legislation and regulations	Monitor and evaluate Bill and regulations
Review of the Alienation of Land Act	<p>Research report finalised to inform the review of the Act</p> <p>Research findings approved</p> <p>Policy framework</p> <p>Legislative amendments</p>	<ul style="list-style-type: none"> ■ Cabinet-endorsed Policy ■ Bill developed and finalised 	Obtain Cabinet approval for the Bill and its introduction in Parliament	Develop and issue regulations for implementation	Monitor and evaluate Policy and regulations
Intellectual Property (IP) Policy Framework developed	<p>Bill finalised and approved by Cabinet</p> <p>Regulations published by the Minister of Trade and Industry</p>	<p>Policy Framework and Bill approved by Cabinet</p> <ul style="list-style-type: none"> ■ Bill introduced into Parliament ■ Regulations published by the Minister 	Cabinet endorses Policy and Bill secured	<ul style="list-style-type: none"> ■ Introduce Bill in Parliament ■ Develop and issue regulations for implementation 	Monitoring and evaluation of Policy and regulations

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
National Lottery Policy reviewed and policy document finalised	<ul style="list-style-type: none"> ■ National Lottery Policy Framework reviewed and finalised ■ Policy Review Framework approved by Cabinet ■ Bill finalised and approved by Cabinet ■ Regulations developed and published by the Minister 	Policy Review framework approved by Cabinet	<ul style="list-style-type: none"> ■ Cabinet endorses Policy Review Framework and Bill ■ Introduce Bill in Parliament 	Develop and issue regulations for implementation	Monitoring and evaluation of Policy and regulations
Assessment of socio-economic impact	Gambling review, on the proliferation of gambling	<ul style="list-style-type: none"> ■ Selection panel members approved ■ Gambling Review Commission established ■ Report, with recommendations, to Minister and Parliament 	<ul style="list-style-type: none"> ■ Review recommendations and hold consultations with stakeholders ■ Submit report to Cabinet and Parliament ■ Implement recommendations, once endorsed by Cabinet and Parliament 	Monitor and evaluate the implementation of recommendations	Continued monitoring and evaluation of the implementation of recommendations

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Regulation and monitoring of special events and related matters	Development of guidelines to give effect to protected event status	<ul style="list-style-type: none"> ■ Guidelines for National Licence for FIFA 2010 World Cup developed ■ Liquor regulations for FIFA 2010 World Cup developed 	Enforce and monitor compliance with the regulations and guidelines	<ul style="list-style-type: none"> ■ Conduct an impact assessment of the regulations and guidelines ■ Develop a broad strategy for National Sporting events 	Implement the National Sporting Strategy, once approved
	Improved and simplified liquor licensing process	<ul style="list-style-type: none"> ■ Improved turn-around time for issuing of liquor licences ■ Reduction of number of illegal liquor operators ■ National Licence for FIFA 2010 World Cup activities ■ Comprehensive and updated database of national liquor register ■ Monitoring of liquor licensing 	<ul style="list-style-type: none"> ■ Increase the number of legal licence holders ■ Monitor liquor licence conditions ■ Ongoing updates and management of national liquor register 	<ul style="list-style-type: none"> ■ Increase the number of legal licence holders ■ Ongoing monitoring of liquor licence conditions 	Ongoing updates and maintenance of the national liquor register

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Awareness of and compliance with Liquor Legislation	Education and awareness of the Liquor Act and the socio-economic impact of liquor consumption among stakeholders	Partnership developed between the dti , industry and National Liquor Regulators' Forum (NLRF) ■ Number of Campaigns conducted ■ Increased number of stakeholders reached ■ Reports produced	Increase the number of communities reached by 10%	Conduct 30 successful targeted/ focused stakeholder outreach workshops	Conduct 20 successful targeted/ focused stakeholder outreach workshops
	Increased knowledge of IP laws and the economic benefits thereof among stakeholders	■ Increased number of campaigns conducted ■ Increased number of stakeholders reached ■ Reports produced	Increase the number of communities reached by 10%	Hold 10 successful targeted/focused stakeholder outreach seminars	Hold 10 successful targeted/ focused stakeholder outreach seminars
Regulation of IP and Liquor Legislation	Enforcement of IP and liquor legislation	Compliance with IP and liquor legislation	Enforce and monitor compliance with IP and liquor legislation	Continued enforcement and monitoring of compliance with IP and liquor legislation	Enforcement and oversight over compliance with IP and liquor legislation

6.6 Programme 6: The Enterprise Organisation (TEO)

Purpose

The Enterprise Organisation (TEO) aims to stimulate and facilitate the development of enterprises, by providing incentive measures that support investment, job creation and regional economic development, such as through industrial development zones (IDZs).

Objectives and Measures

- Develop and promote incentive schemes, with the aim of promoting investment, job creation and exports;
- Improve the administrative requirements for the incentives, to make them more user-friendly, via the introduction of an electronic online application and claim system by 2010;
- Annually achieve a measurable improvement in identified customer focus indicators for incentive administration, via the development of measurable indicators;
- Improve administrative efficiency, via the implementation of a new Management Information System by March 2010 (including an IT system by 2011), to improve the turnaround times on applications and claims for incentive administration;
- Improve the impact of incentive programmes, by implementing a monitoring and evaluation system by 2010/11;
- Promote co-ordination between the different spheres of government and other state institutions, by developing a new institutional and governance framework for the programme in 2010/11, which is critical for the success of the industrial development zone programme; and
- Reduce reliance on government grants by developing a financing model for the IDZ programmes in 2010/11.

Sub-Programmes

Incentive Administration

The Incentive Administration sub-programme manages and implements existing incentive schemes. The incentive schemes provided are in support of the following four policy priority areas of the department: investment promotion, job creation, competitiveness and export promotion and broadening economic participation.

the dti's package of incentives has been revised to better align it with the National Industrial Policy Framework (NIPF). Amendments to the programmes were also informed by a review carried out by the dti in 2006. It is expected that over the MTSF period, amendments to the programmes will focus on assisting firms affected by the global economic downturn, as well as those investing in productive capacity, thereby seeking to reduce the import leakage from infrastructure spending by state institutions.

Whereas the main focus in the past financial year was to lay the foundation in the form of introducing human resources at the management level, the necessary IT systems and funding for the new incentive programmes, the focus over the MTSF period will shift to improving customer service in relation to the incentive schemes offered by TEO, as well as retaining employees in key positions.

Provision is made under this sub-programme for the following transfers and grants to public entities and private enterprises:

Investment Promotion and Job Creation

Industrial Development Zones (IDZs)

The Industrial Development Zone (IDZ) Programme includes Coega, East London (ELIDZ) and Richards Bay (RBIDZ) zones. The IDZ programme is intended to promote the competitiveness of South African enterprises through the export of value-added manufactured products with linkages to South Africa's economy and natural resources. The IDZ operating companies provide world-class infrastructure, linking the zones to international markets as well as the domestic economy. Investment in infrastructure has been focused on the provision of bulk infrastructure over the MTSF period.

Critical Infrastructure Programme (CIP)

The Critical Infrastructure Programme (CIP) provides matching grants for the provision of critical infrastructure development necessary for the establishment of new and expanding private sector investment projects. In order to qualify, investment projects have to satisfy the assessment criteria, which include the project's job creation potential, contribution to investment and GDP growth, procurement from small and medium enterprises and location in areas of high unemployment. The supported critical infrastructure should be accessible to the general public.

Enterprise Investment Programme (EIP)

The Enterprise Investment Programme (EIP) provides grants to support new and expanded private sector investment projects in the manufacturing and tourism sectors. In order to qualify for the **Tourism Support Programme (TSP)**, a sub-programme of the EIP, projects are required to create a minimum number of jobs relative to the investment made in the project and be located outside the metropolitan areas of Johannesburg, Ethekwini and Cape Town. To qualify for the **Manufacturing Investment Programme (MIP)**, projects are assessed to determine their relevance to **the dti's** prioritised sectors, job creation potential, B-BBEE compliance, as well as location in areas of high unemployment.

Foreign Investment Grant (FIG)

The Foreign Investment Grant (FIG), which is a sub-component of the MIP, is a grant which is offered to qualifying first-time foreign direct investment (FDI) investors in South Africa. The FIG provides assistance to cover the costs of relocating, and commissioning plant and equipment from a foreign location to South Africa.

Small and Medium Enterprise Development Programme (SMEDP)

The Small and Medium Enterprise Development Programme (SMEDP) is the predecessor scheme to the EIP. The SMEDP was introduced in September 2000 and terminated in August 2006. It provided incentives to qualifying companies, through which a grant was payable to local and foreign investors starting or expanding operations in South Africa. Grants were based on non-discretionary, qualifying criteria, which included the viability, wealth and job creation, historically disadvantaged individual (HDI) ownership and a spatial component. Phasing-out of the scheme is ongoing, via pay-outs of grants to companies that have met the SMEDP approval criteria.

Business Process Outsourcing and Offshoring (BPO&O) Programme

The Business Process Outsourcing and Offshoring (BPO&O) Programme provides incentives to qualifying companies, for the establishment of call centres that provide services to the international market. The value of the grant awarded to a project is based on capital invested and the number of jobs created. A sub-programme of the Business Process Outsourcing scheme provides grants as an incentive to encourage firms servicing the local South African market, to locate in designated rural areas.

Automotive Production and Development Programme (APDP)

The Automotive Production and Development Programme (APDP) provides incentives to qualifying motor vehicle manufacturers, whereby motor vehicle assembly in South Africa is supported. Grants are based on qualifying criteria and approved applications.

Broadening Participation via the Black Business Supplier Development Programme (BBSDP)

The Black Business Supplier Development Programme (BBSDP) provides incentives to qualifying small black-owned companies. The BBSDP aims to enable assisted companies to become more competitive, thereby improving their potential to compete for procurement opportunities from government departments, state-owned enterprises and the private sector. Companies can qualify for matching grants to finance competitiveness improvement projects, including technical training, product development, marketing, acquisition of quality standards, etc.

Co-operative Incentive Scheme (CIS)

The Co-operative Incentive Scheme (CIS) provides incentives to qualifying co-operative enterprises in the emerging economy. Through this scheme, qualifying co-operatives can receive grants for the purpose of acquiring productivity enhancing technology, working capital and business development services.

Competitiveness and Export Promotion

Export Marketing and Investment Assistance (EMIA) Scheme

The Export Marketing and Investment Assistance (EMIA) Scheme provides incentives to qualifying companies, through which the costs of developing export markets and recruiting foreign direct investments are partially compensated.

Film and Television Production Incentive Scheme

The Film and Television Production Incentive Scheme provides incentives to film and television production companies. The criteria against which applicants will be measured include minimum qualifying expenditure for prospective film productions, the percentage of total shooting time in South Africa, as well as the number of weeks spent on actual production.

Staple Food Fortification Programme

The Staple Food Fortification Programme provides incentives to the graining milling industry for the acquisition and installation of capital equipment for staple food fortification. Funding is based on the calculation of mill size, as a percentage of the qualifying costs, to a maximum of R40 000 per completed fortification unit.

New Incentive Development Programme

The New Incentive Development Programme develops incentive packages to support the National Industrial Policy Framework (NIPF) and sector strategies. The incentives are used as instruments in support of government's economic development objectives to address identified market failures. The process is managed via the Product Development Methodology Funding, which is mainly used to finance research projects and personnel-related costs.

Business Development and After-Care Programme

The Business Development and After-Care Programme facilitates access to incentive schemes by prospective applicants, provides aftercare services and enhances distribution networks to reach targeted enterprises. Funding is mainly used to fund outreach projects throughout the Republic, as well as personnel-related costs.

Table: Measurable Objectives and Medium-Term Output Targets

Incentive Administration – To design and implement incentive schemes that support investment, job creation, exports and equity

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Effective management of the Enterprise Investment Programme (EIP)	<ul style="list-style-type: none"> ■ Investment, via the EIP ■ SME support, via the EIP ■ Job creation, via the EIP 	<ul style="list-style-type: none"> ■ Number of enterprises supported ■ Projected investment leveraged ■ Projected number of jobs created 	<ul style="list-style-type: none"> ■ 500 ■ R13,9bn ■ 17 775 	<ul style="list-style-type: none"> ■ 650 ■ R14,9bn ■ 19 000 	<ul style="list-style-type: none"> ■ 750 ■ R14,9bn ■ 20 100
Effective management of the Automotive Investment Scheme (AIS)	Investment leveraged, via the AIS	<ul style="list-style-type: none"> ■ Number of Original Equipment Manufacturer (OEM) projects and number of component manufacturer projects ■ Projected OEM and component manufacturers' investment leveraged 	<ul style="list-style-type: none"> ■ 37 ■ R8,9bn 	<ul style="list-style-type: none"> ■ 37 ■ R5,1bn 	<ul style="list-style-type: none"> ■ 40 ■ R5,2bn
Effectively Manage Business Process Outsourcing and Offshoring (BPO&O) Scheme	Job creation via the BPO&O scheme	<ul style="list-style-type: none"> ■ Number of enterprises supported ■ Projected number of jobs created 	<ul style="list-style-type: none"> ■ 15 ■ 8 925 	<ul style="list-style-type: none"> ■ 5 ■ 2 975 	<ul style="list-style-type: none"> ■ 7 ■ 3 150
Effective management of the Film and Television Incentive Programme	Number of productions supported via the Film and Television Incentive Programme	<ul style="list-style-type: none"> ■ Number of productions supported ■ Qualifying South African expenditure 	<ul style="list-style-type: none"> ■ 55 ■ R1,4bn leveraged 	<ul style="list-style-type: none"> ■ 60 ■ R1,5bn leveraged 	<ul style="list-style-type: none"> ■ 70 ■ R1,5bn leveraged

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Effective management of the 12i Tax Allowance Programme	■ Investment leveraged via the Tax Allowance Programme	■ Number of enterprises supported	■ 6	■ 10	■ 18
	■ Enterprise support via the Tax Allowance Programme	■ Investment leveraged	■ R5bn	■ R8bn	■ R10bn
Effective management of the Co-operative Incentive Scheme (CIS)	■ Enterprises supported via the CIS	■ Number of enterprises supported	■ 280	■ 350	■ 450
	■ Job creation via the CIS	■ Number of jobs created	■ 1 300	■ 1 500	■ 1 700
Effective management of the Black Business Supplier Development Programme (BBSDP)	Broader participation by black-owned SMMEs	Number of enterprises supported	1 830	3 800	4 200
Effective management of the EMIA Scheme	■ Creation of export markets for South African goods and services	■ Number of enterprises supported	■ 1 600	■ 1 700	■ 1 800
	■ Increase in export sales	■ Value of export sales	■ R210m	■ R 230m	■R250m

Special Projects

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target			2011/12 Target			2012/13 Target		
Management of funding agreements of IDZs	Investment and job creation via existing IDZs, namely Coega, ELIDZ and RBIDZ	Quarterly reports and financial statements	Business plan analysis			Business plan analysis			Business plan analysis		
			Coega	ELIDZ	RBIDZ	Coega	ELIDZ	RBIDZ	Coega	ELIDZ	RBIDZ
		Number of investors	15	6	5	18	7	4	18	7	4
		Value of investment	R7,56bn	R300m	R2bn	R9bn	R350m	R2,2bn	R9bn	R350m	R2,2bn
		Jobs created	3 000	432	400	3600	504	500	3 600	504	500
Management of proposals for new IDZs	Designation of suitable IDZs	<ul style="list-style-type: none"> ■ Reference team establishment ■ Evaluation report 	IDZ applications to be supported: <ul style="list-style-type: none"> - Mafikeng; - Bloemfontein - Durban; - Saldanha; - OR Tambo; and - Secunda 			Implementation, according to project plan			Implementation, according to project plan		
Management of the CIP, with focus on rural, labour-intensive and green projects	Establishment of investment projects	<ul style="list-style-type: none"> ■ Number of investment projects ■ Value of investment ■ Number of jobs supported/ created 	<ul style="list-style-type: none"> ■ 14 ■ R7bn ■ 2 820 			<ul style="list-style-type: none"> ■ 16 ■ R8bn ■ 3 520 			<ul style="list-style-type: none"> ■ 16 ■ R8bn ■ 3 520 		

New Incentive Development

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Development and redesign of the Work-Place Skills Development Plan (WPSDP) incentive scheme	Development and growth of SMMEs and black business	Gap analysis, proposal/concept document, budget, proposal for funding, submission for approval of guidelines, hand-over for implementation (training and technical support)	Submit guidelines for Ministerial approval	Implement and monitor	Continued implementation and monitoring
Design of the new Industrial Competitiveness and Upgrading Programme	Promotion of quality and efficiency of South African goods and services	Adoption of project proposal by DDG, proposal for additional budget, submission for approval of guidelines, hand-over to Incentive Administration for implementation	Submission of guidelines and budget proposal for Ministerial approval	Implement and monitor	Continued implementation and monitoring
Upgrading of the BPO&O Programme and alignment to the National Industrial Policy Framework (NIPF)	<ul style="list-style-type: none"> ■ Enterprise support ■ Investment leveraged ■ Job creation 	Needs analysis, study report, proposal/concept document, submission for approval of revised guidelines, approval and hand-over for implementation (training and technical support)	Submission of guidelines for Ministerial approval	Implement and monitor	Continued implementation and monitoring
Improvement of the Enterprise Investment Programme (EIP) guidelines and align with industry outputs	<ul style="list-style-type: none"> ■ Enterprise support ■ Investment leveraged ■ Job creation 	Collate internal policy proposals, submission for approval by Minister, technical support	Submission of revised guidelines for Ministerial approval	Implement and monitor	Continued implementation and monitoring

Monitor and evaluate the impact of incentives

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Development of performance indicators for TEO incentive clusters	TEO incentive cluster-specific indicators	<ul style="list-style-type: none"> ■ Baseline study reports ■ Approved performance indicators for incentive clusters 	<ul style="list-style-type: none"> ■ Develop baseline study reports ■ Obtain approval of performance Indicators 	<ul style="list-style-type: none"> ■ Implementation, as per project plan ■ Implementation, as per project plan 	<ul style="list-style-type: none"> ■ Implementation, as per project plan ■ Implementation, as per project plan

Build strong organisational capability

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Implementation of a new Management Information System and integrated IT System by March 2011	<ul style="list-style-type: none"> ■ Accurate reporting ■ Quicker response to customer enquiries 	<ul style="list-style-type: none"> ■ Monthly, quarterly and annual reporting ■ Functional IT system to facilitate management of incentive programme applications 	<ul style="list-style-type: none"> ■ Provide internal and external stakeholders with the following reports: <ul style="list-style-type: none"> - Sector distribution; - Provincial spread; - Enterprise size; and - Women-owned ■ Track applications and claims of at least two incentive programmes 	<ul style="list-style-type: none"> Provide internal and external stakeholders with the following reports: <ul style="list-style-type: none"> - Sector distribution; - Provincial spread; - Enterprise size; and - Women-owned ■ Track applications and claims of six incentive programmes 	<ul style="list-style-type: none"> Provide internal and external stakeholders with the following reports: <ul style="list-style-type: none"> - Sector distribution; - Provincial spread; - Enterprise size; and - Women-owned ■ Track applications and claims of all incentive programmes
Facilitate an Organisational Development process in TEO	<ul style="list-style-type: none"> ■ Appropriate organisational structure ■ Improved risk management 	<ul style="list-style-type: none"> ■ Business cases developed to support the recommended structure ■ Number of inspections ■ Number of proactive risk interventions 	<ul style="list-style-type: none"> ■ Implement recommendations of the study ■ 720 inspections ■ 24 	<ul style="list-style-type: none"> ■ Continued implementation of study recommendations ■ 800 inspections ■ 30 	<ul style="list-style-type: none"> ■ Continued implementation of study recommendations ■ 900 inspections ■ 50

Establish TEO as an employer of choice

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Facilitation of capacity-building within TEO	High confidence levels attained	Provision of training programmes, manuals and Standard Operating Procedures (SOPs)	Skills development of TEO officials	Continued skills development of TEO officials	Ongoing skills development of TEO officials
		Targeted/focused stakeholder outreach workshops/seminars	Intensify awareness, uptake and access to the dti's incentives	Intensify awareness, uptake and access to the dti's incentives	Intensify awareness, uptake and access to the dti incentives
Development of a TEO-specific Retention Strategy aligned to that of the dti	Reduction in staff turnover within TEO	Approved TEO Retention Strategy	Implementation of the approved TEO Retention Strategy	Continued implementation of the TEO Retention Strategy	Ongoing implementation and review of the TEO Retention Strategy

Achieve and improve customer satisfaction

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Achievement of 10% improvement in selected customer focus indicators	Improvement in customer service	<ul style="list-style-type: none"> ■ Defined customer focus indicators and approved customer service standards ■ Number of complaints 	<ul style="list-style-type: none"> ■ Improve service standards and turnaround times ■ Classification of customer complaints 	<ul style="list-style-type: none"> ■ Review and implement SDIP ■ Intervene and review customer service standards, based on customer complaints 	<ul style="list-style-type: none"> ■ Review and implement SDIP ■ Intervene and review customer service standards, based on customer complaints
Conduct customer satisfaction surveys	Improvement in the satisfaction levels of grant applicants	Submit annual customer survey reports	Achieve 80% customer satisfaction rating from selected grant applicants	Achieve 90% customer satisfaction rating from selected grant applicants	Achieve 95% customer satisfaction rating from selected grant applicants

6.7 Programme 7: Trade and Investment South Africa (TISA)

Purpose

Trade and Investment South Africa (TISA) aims to increase export capacity and support direct investment flows, through strategies for targeted markets and an effectively managed network of foreign trade offices.

Objectives and Measure

- Increase exports by fully implementing the dti's export strategy by 2011;
- Promote trade in new or undeveloped markets via the expansion of trade mission offices, by fully implementing the new Foreign Economic Office Strategy by March 2013;
- Promote South African products in targeted high-growth markets through six international trade initiatives and 18 pavilions, and via funding 50 trade missions, among others, through the Export Council and Provincial Investment Promotion Agencies (PIPAs) by March 2011;
- Facilitate markets for Southern African products and services by promoting and implementing eight export projects in high-yield targeted countries by March 2011;
- Provide support services for investors by establishing a one-stop facilitation centre for investors by July 2010; and
- Enhance the promotion of exports and investments in targeted countries by providing a full suite of corporate services to the foreign economic offices on an ongoing basis.

Sub-Programmes

The full impact of the global financial crisis is still unfolding. Bearing in mind the lessons learned during this period, South Africa should continue to build on its Market Diversification Strategy to ensure that South Africa's exports to conventional markets stabilise and ensure higher export growth to markets, which have shown financial resilience during the current global crisis, such as Asia, Africa and the Middle East. TISA will thus focus on high-growth markets such as Brazil, Russia, Zimbabwe, the Democratic Republic of Congo (DRC), India and China.

The Market Diversification Strategy should furthermore be complimented by a Product Diversification Strategy to focus on products higher up in the value chain, within these prioritised countries.

Similarly, investment recruitment and facilitation will have to cope with a changed global environment, where the flows of foreign direct investment (FDI) will change from developed world inflows to developing world inflows. Given the current global economic crisis and the resultant lack of liquidity, more effort will need to be devoted to investment retention.

In order to continue to attract investment in this difficult environment, investors and exporters will be serviced through a one-stop facilitation centre, including a support centre staffed by people with disabilities. Investors will thus be managed by means of a single integrated project team approach.

Investment

Over the next three years the **Investment Promotion Unit** will focus on implementing priority areas for investment attraction, as identified in the Industrial Policy Action Plan (IPAP). These include the Advanced Manufacturing, Manufacturing, Resources, Services and Labour-Intensive sectors.

In recruiting investment, the Unit will seek investments that have a greater multiplier effect to the South African economy, viz.:

- Potential for Job Creation;
- Economic Development and Geographic spread;
- Support for the creation of other local industries and empowerment;
- Unlocking competition;
- Technology transfer, innovation and skills development; and
- Environmentally-friendly industries.

Targeted countries will include China, India, Russia, Brazil, Japan, USA, those in Europe and the Middle East. The three-year work programme will translate into an investment pipeline of R115 billion of projects.

Work is continuing in strengthening networks with Provincial and Local Investment Promotion Agencies and implementing co-ordinated outward-bound trade and investment projects to key priority markets.

Investment Promotion and Facilitation is responsible for facilitating an increase in the quality and quantity of foreign and domestic direct investment, by providing an investment recruitment, problem-solving and information service. In addition, it aims to retain and expand investment in South Africa and into the African continent. Funding is mainly utilised for personnel-related and operational costs.

Exports

Export Development and Promotion develops new and existing South African exporter capabilities to grow exports. It provides information, financial support and practical assistance to sustain organic growth in traditional markets and penetrate new high-growth markets. Funding is mainly utilised for personnel-related and operational costs. Provision is also made under this sub-programme for the following transfers and subsidies:

- **The Export Consultancy Trust Fund: International Bank for Reconstruction and Development (IBRD), World Bank**, which undertakes feasibility studies for capital goods and projects initiated by the World Bank. Funds are distributed based on approved World Bank projects;
- **The Export Consultancy Trust Fund: International Finance Corporation (IFC)**, which assists South African businesses to be successful in dealing with the IFC as an investment, in building a long-term sustainable export strategy for South African goods and services. Funding is distributed based on diligence investigations and pre-feasibility studies; and
- **The Export Credit Insurance Corporation (ECIC)**, which provides long-term insurance and investment guarantees on behalf of government, and facilitates and encourages South African export trade by underwriting foreign bank loans and investments, to enable foreign buyers to

purchase capital goods and services from South Africa. Funds are distributed based on approved projects.

International Operations manages and administers **the dti's** foreign office network. Funding is mainly used for salaries, foreign allowances, rental accommodation costs of foreign staff and costs associated with operating foreign economic offices.

In order to leverage the unprecedented attention that will be focused on South Africa during the 2010 FIFA World Cup, TISA is targeting two key initiatives.

The first initiative is the Global Forum, hosted by Time Warner Inc. in Cape Town, from 26-28 June 2010. Since 1995, the Global Forum has brought together the leaders of global business in locations of significant international interest. The Global Forum explores the opportunities available to those committed to harnessing the power of global trends to generate growth and prosperity. The event is global in scope and puts the spotlight on the region in which it is held. In 2010, the Global Forum will be enhanced by the inclusion of the TIME 100 edition of the world's most influential people. The event will not only make use of the World Cup to attract influential participants, but will also serve as a platform to showcase the successful preparations by South Africa for the occasion.

Another initiative being adopted is the procurement of hospitality facilities at some of the major stadia, during key matches of the World Cup. The facilities will be used to invite key investors to football games, in order to encourage them to visit South Africa during this period and expose them to the opportunities which the country offers. The games will also provide the ideal platform for **the dti** hosts to engage with and attract the attention of investment decision-makers, such as CEOs.

Table: Measurable Objectives and Medium-Term Output Targets

Sub-Programme: Investment

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	20010/11 Target	2011/12 Target	2012/13 Target
Advanced Manufacturing, including: <ul style="list-style-type: none"> • Aerospace; and • Energy: Nuclear programme, Wind, Concentrated, Solar Power, Photovoltaic Panels, Biomass, Biogas and Electric Vehicles 	■ R42bn ■ 8 500	■ Value of projects in the investment pipeline ■ Number of jobs created	■ R8bn ■ 2 000	■ R15bn ■ 2 500	■ R19bn ■ 4 000
Manufacturing, including: <ul style="list-style-type: none"> • Turbine assembly and components; • Automotives and components; and • Chemicals, plastic fabrication and pharmaceuticals; • Solar heating systems; • Electronics; and • Batteries for electric vehicles 	R28,5bn ■ 9 500	■ Value of projects in the investment pipeline ■ Number of jobs created	■ R7,5bn ■ 2 500	■ R9bn ■ 3 000	■ R12bn ■ 4 000
Resourced-based industries, including: <ul style="list-style-type: none"> • Mining and Metal-Based Industries; • Agro-Processing; and • Biofuels 	■ R39bn ■ 6 500	■ Value of projects in the investment pipeline ■ Number of jobs created	■ R13bn ■ 2 000	■ R14bn ■ 2 500	■ R12bn ■ 2 000
Services, including: <ul style="list-style-type: none"> • Business Process Outsourcing (BPO); • Knowledge Process Outsourcing; • Information, Communication and Technology (ICT); • Tourism Development; • Logistics and Infrastructure 	■ R5,5bn ■ 17 900 ■ R2,25bn ■ 16 500 ■ R3,25bn ■ 1 400	■ Value of projects in the investment pipeline ■ Number of jobs created	■ R1,5bn ■ 5 450 ■ R500m ■ 5 000 ■ R1bn ■ 450	■ R2bn ■ 6 000 ■ R750m ■ 5 500 ■ R1,25bn ■ 500	■ R2bn ■ 6 450 ■ R1bn ■ 6 000 ■ R1bn ■ 450

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	20010/11 Target	2011/12 Target	2012/13 Target
Promotion of South Africa as an investment destination	<ul style="list-style-type: none"> ■ Value of projects committed <ul style="list-style-type: none"> ■ R115bn (Projected foreign direct investment) 	<ul style="list-style-type: none"> ■ Number of promotional activities conducted 	<ul style="list-style-type: none"> ■ 3 international investment conferences ■ 1 local/international investment conference ■ 60 investment presentations ■ 3 investment pavilions ■ 5 Ministerial or Presidential missions ■ 20 in-bound missions ■ 12 out-bound missions ■ 4 technical Missions ■ R30bn 	<ul style="list-style-type: none"> ■ 3 international investment conferences ■ 1 local/international investment conference ■ 70 investment presentations ■ 3 investment pavilions ■ 6 Ministerial or Presidential missions ■ 22 in-bound missions ■ 14 out-bound missions ■ 4 technical missions ■ R40bn 	<ul style="list-style-type: none"> ■ 3 international investment conferences ■ 1 local/international investment conference ■ 75 investment presentations ■ 4 Investment pavilions ■ 7 Ministerial or Presidential missions ■ 24 in-bound missions ■ 15 out-bound missions ■ 4 technical missions ■ R45bn
Provision of Investment Information: General	Investment and marketing information in both electronic and printed format	Publications developed, printed and distributed to South African missions, Provincial Investment Promotion Agencies (PIPAs) and potential investors	<ul style="list-style-type: none"> ■ Investor's Handbook publication ■ Cost of Doing Business in South Africa publication ■ Geared for Growth publication ■ Emerging Market Series, by March 2011 	<ul style="list-style-type: none"> ■ Investor's Handbook publication ■ Cost of Doing Business in South Africa publication ■ Geared for Growth publication ■ Emerging Market Series, by March 2012 	<ul style="list-style-type: none"> ■ Investor's Handbook publication ■ Cost of Doing Business in South Africa publication ■ Geared for Growth publication ■ Emerging Market Series, by March 2013

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Investment Facilitation and After-care	Recommendations on work permits viz. - Capital waivers; - Corporate permits; - Inter-company transfers; and - Visa facilitations	Number of recommendations to facilitate investors' entry into South Africa	200 recommendations on all three categories	230 recommendations on all three categories	250 recommendations on all three categories

Sub-Programme: Exports

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
National Exporter Development Programme	Export-ready SMMEs	Number of small companies that are export-ready	300 new companies trained	500 new companies trained	750 new companies trained
Export Development	Increased access to trade opportunities	Number of trade enquiries availed to local companies	1 000 trade enquiries	1 200 trade enquiries	1 500 trade enquiries
Promote South African products in targeted high-growth markets by managing 52 National Pavilions	Growth of manufactured exports in new high growth markets	Number of committed projects	16 National Pavilions	18 National Pavilions	18 National Pavilions
Total export sales reported as a result of National Pavilion participation	Increased South African exports and export sales abroad	Total export sales reported in South African Rand	R700,000,000	R750,000,000	R800,000,000

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Estimated number of jobs created as a result of National Pavilion participation	Increased number of jobs created	Total estimated number of jobs created	<ul style="list-style-type: none"> ■ Permanent jobs: 250 ■ Temporary jobs: 300 	<ul style="list-style-type: none"> ■ Permanent jobs: 275 ■ Temporary jobs: 325 	<ul style="list-style-type: none"> ■ Permanent jobs: 300 ■ Temporary jobs: 350
Estimated number of companies financially assisted	Increased assistance to HDI and SMME companies	Number of companies financially assisted	280	310	330
Promote South African products in targeted high-growth markets by conducting 118 Trade Missions	Growth of manufactured exports in new high growth markets	Number of committed projects	34 Trade Missions	40 Trade Missions	44 Trade Missions
Total export sales reported as a result of Trade Mission participation	Increased South African exports and export sales abroad	Total export sales reported in South African Rand	R150,000,000	R200,000,000	R250,000,000
Estimated number of jobs created as a result of Trade Mission participation	Increased number of jobs created	Total estimated number of jobs created	<ul style="list-style-type: none"> ■ Permanent jobs: 75 ■ Temporary jobs: 80 	<ul style="list-style-type: none"> ■ Permanent jobs: 85 ■ Temporary jobs: 90 	<ul style="list-style-type: none"> ■ Permanent jobs: 100 ■ Temporary jobs: 105
Estimated number of companies financially assisted	Increased assistance to HDI and SMME companies	Number of companies financially assisted	300	325	350

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2012/13 Target
Development of regional Export Promotion Strategies and action plans for high-growth markets, based on market intelligence gathered	Growth of manufactured exports in new high-growth markets	Implementation of Export Promotion Strategies and action plans	<ul style="list-style-type: none"> ■ Development of Export Promotion Strategies for : <ul style="list-style-type: none"> - Brazil; - Russia; - Zimbabwe; - DRC; - India; and - China ■ 6 Investment and Trade Initiatives in high-growth markets, as follows: <ul style="list-style-type: none"> - Russia; - India; - China, - Zimbabwe; - Brazil; and - DRC. 	<ul style="list-style-type: none"> ■ Identify and develop Export Promotion Strategies for 6 targeted countries ■ 6 International Trade Initiatives 	<ul style="list-style-type: none"> ■ Identify and develop Export Promotion Strategies for 6 targeted countries ■ 6 International Trade Initiatives

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6.8 Programme 8: Communication and Marketing Unit

Purpose

The Communication and Marketing Unit is responsible for facilitating greater awareness of **the dti's** mandate and increasing the uptake of its products and services by South Africa's economic citizenry.

Objectives and Measures

- Publicly promote **the dti's** impact on growth and development, by increasing the number of awareness campaigns on its incentive programmes and services, from two per quarter in 2009, to three per quarter in 2011.
- Improve communication about **the dti's** role and its products and services by:
 - Increasing the frequency of media updates from biweekly to daily;
 - Reaching at least 95% of the country's economic citizens via a broad range of external events, by March 2010; and

- Increasing the number of media briefings from two per quarter, to four per quarter by March 2011.

Overview

The Communication and Marketing Unit seeks to provide seamless integrated marketing-communication solutions to efficiently and effectively meet the communication needs of its varied stakeholders. In so doing, the Unit aims to increase awareness, facilitate access to and promote **the dti's** offerings for continued economic growth, equity and employment creation. The Unit optimises its impact through synergised, customised and multi-pronged communication strategies and processes.

Amidst an ever-changing external climate and due to the increased pressures placed on national government, the Communication and Marketing Unit seeks to reinforce positive sentiment concerning **the dti's** trade and industrial incentives, particularly among the domestic media. In addition, the focus will remain on closing the rift between the first and second economies, via customised,

consultative and targeted integrated communication strategies.

Sub-Programmes

Brand Management

The Brand Management programme is responsible for managing **the dti**'s image and ensuring that excellent customer service standards are upheld. In order for service delivery and customer satisfaction to be improved, beneficiary-oriented customer touch-points and strong stakeholder relationship management must be realised.

External Communications

The External Communications programme is responsible for conducting outreach programmes and educational campaigns, to ensure a meaningful understanding of **the**

dti's offerings, particularly among rural and peri-urban communities. The programme also provides a wide array of effective and efficient publishing services to its varied target markets, using innovative communication platforms (electronic, print and multimedia).

Media Relations and Publicity

The Media Relations and Publicity programme develops and maintains solid relations with the media by upholding a positive image of **the dti** in the public arena, thereby positively and constructively influencing and managing perceptions about its products and services.

Table: Measurable Objectives and Medium-Term Output Targets

Sub-Programme: Brand Management

Measurable Objectives	Expected Outcomes	Performance Indicator/Measure	2010/11 Target	2011/12 Target	2011/13 Target
Sustainable advertising and marketing campaigns	Implement 18 targeted, synergised multimedia campaigns per annum	Successful execution of one targeted campaign per quarter	Carry out 6 impact-driven campaigns per year	Carry out 6 impact-driven campaigns per year	Carry out 6 impact-driven campaigns per year
Analysis of customer service and impact of the dti's communication methods via targeted Customer Perception Surveys	Accurate reflection of customer perceptions via annual comprehensive surveys, representative of all the dti targeted stakeholders	Annual customer satisfaction and perception survey reports	Conduct one comprehensive Customer Perception Survey	Conduct one comprehensive Customer Satisfaction Survey	Conduct one comprehensive Customer Perception Survey
Effective management of the dti Customer Contact Centre	Effective responses to and resolution of clients' enquiries	More than 80% service level per year: – 80% first-time resolution (industry norm); and – 6% abandonment rate (industry norm)	Achieve the 80% service level industry norm	Achieve 5% above the 80% industry norm	Achieve 5% above the 80% industry norm

Sub-Programme: External Communication

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2011/13 Target
Effective Management of Events and Exhibitions (including Izimbizo)	Well co-ordinated events and exhibitions, per quarter	Well co-ordinated and managed events, exhibitions (qualitative and quantitative variables)	Well co-ordinated and managed events, exhibitions (qualitative and quantitative variables)	Well co-ordinated and managed events, exhibitions (qualitative and quantitative variables)	Well co-ordinated and managed events, exhibitions (qualitative and quantitative variables)
Publications Content Development and Distribution Management	Effective multiple distribution channels introduced and monitored	Information and marketing materials published and circulated to the intended target markets of the dti	High-quality published and circulated publications	High-quality published and circulated publications	High-quality published and circulated publications
Redesign and Redevelopment of the dti Website and Intranet	Revamped, interactive and user-friendly website	An interactive, informative website with accurate and timeous content	Launched and well-maintained website, featuring accurate and timeous content	Well-maintained website, featuring accurate and timeous content	Well-maintained website, featuring accurate and timeous content

Sub-Programme: Media Relations and Publicity

Measurable Objectives	Expected Outcomes	Performance Indicator/ Measure	2010/11 Target	2011/12 Target	2011/13 Target
Proactive Publicity of the dti's programmes and identified success stories	24 well-attended and profiled project visits with the media	3 site visits per quarter	6 site visits	9 site visits	9 site visits
Relevance of Media Releases and Opinion Pieces	■ Timeous and positive coverage of newsworthy/topical activities	Issuing of media releases within 48 hours	Issuing of media releases within 48 hours of newsworthy event	Issuing of media releases within 48 hours of newsworthy event	Issuing of media releases within 48 hours of newsworthy event
Effective Co-ordination of Media Briefings	<ul style="list-style-type: none"> ■ 18 well co-ordinated and covered media briefings ■ 18 Events-linked media briefings per annum 	<ul style="list-style-type: none"> ■ 2 Media Briefings per quarter ■ 1 Events-linked media briefing per quarter 	<ul style="list-style-type: none"> ■ 4 self-initiated Media Briefings per annum and ■ 6 Events-linked media briefings per annum 	<ul style="list-style-type: none"> ■ 6 self-initiated Media Briefings per annum and ■ 8 Events-linked media briefings per annum 	<ul style="list-style-type: none"> ■ 8 self-initiated Media Briefings per annum and ■ 10 Events-linked media briefings per annum

Public Entities



7. Public Entities

7.1 Development Finance Institutions

A wide variety of public entities reports to the Minister of Trade and Industry. Of these, the Development Finance Institutions include the following:

National Empowerment Fund (NEF)



Establishment

The National Empowerment Fund (NEF) was established by the NEF Act, No. 105 of 1995, for the purpose of promoting and facilitating economic equality and transformation.

Purpose

The aim of the NEF is to be a catalyst of B-BBEE in South Africa. This includes enabling, developing, promoting and implementing innovative investment and transformation solutions to advance the sustainable economic participation of black people. The NEF's focus is development finance, so as to maximise the 'empowerment dividend', which comprises B-BBEE, Black Women Empowerment, Job Creation, Growth Sectors, Geographic Spread and Investment Return. In an effort to broaden its impact, the NEF has launched Provincial Roundtables in six provinces, with the objective of optimising regional invested portfolios, through intensive local interaction and communication.

Export Credit Insurance Corporation (ECIC)



Establishment

The Export Credit Insurance Corporation (ECIC) is an independent, limited liability company, with the government of South Africa as the sole shareholder.

Purpose

The objective of the ECIC is to provide long-term insurance and investment guarantees on behalf of government. It also facilitates and encourages South African export trade by underwriting bank loans and investments outside the country, in order to enable foreign buyers to purchase capital goods and services from South Africa.

The main outputs of the agency encompass the provision of insurance cover for capital projects abroad, mainly in the Southern African Development Community (SADC) region, and the issuing of investment guarantees against political and transfer risks.

7.2 Regulatory Agencies

Of the public entities reporting to the Minister of Trade and Industry, the Regulatory Agencies include the following:

National Gambling Board (NGB)

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Establishment

The National Gambling Board (NGB) was established in terms of the National Gambling Act, No. 33 of 1996, which was repealed and replaced by the National Gambling Act of November 2004.

Purpose

The primary objective of the NGB is to exercise control over gambling, provide advice to the Minister and promote uniform norms and standards across the provinces.

National Lotteries Board (NLB)



Establishment

The National Lotteries Board (NLB) was established in terms of the National Lotteries Act, No. 57 of 1997 and the Amendment Acts, Nos 10 and 46 of 2000 and 2001 respectively. The NGB monitors and enforces the implementation of the National Lottery, as well as the establishment of private lotteries and promotional competitions. In addition, the NGB manages the National Lotteries Distribution Trust Fund (NLDTF) and takes responsibility for the distributing agencies.

Purpose

The aim of the National Lotteries Board is to ensure that the national and other lotteries are run with the utmost integrity, the interests of all players are protected, the national lottery generates maximum revenues for good causes in responsible ways and these revenues are disbursed expeditiously.

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The National Credit Regulator (NCR)



Establishment

The National Credit Act (2005), which replaced the Usury Act (1968) and the Credit Agreements Act (1980), makes provision for the National Credit Regulator (NCR).

Purpose

The purpose of the NCR is to improve the regulation of the consumer credit market, to improve consumer protection and the efficiency and fairness of the end-user credit market.

The NCR is governed by a board of directors appointed by Cabinet and is responsible for registrations, education, complaints resolution, investigations, debt counselling and advocacy.

The National Consumer Tribunal (NCT)



Establishment

The National Consumer Tribunal (NCT) was established in terms of the National Credit Act, No. 30 of 2008.

Purpose

The purpose of the National Credit Act is to ensure equity in the credit market and balance the respective rights and responsibilities of credit providers and consumers.

Companies and Intellectual Property Registration Office (CIPRO)



Establishment

The Companies and Intellectual Property Registration Office (CIPRO) is a trading entity that originated from the merger of the South African Companies Registration Office and the South African Patents and Trade Marks Office.

Purpose

CIPRO is responsible for the registration of companies, patents and trade marks.

Estate Agency Affairs Board (EAAB)



Establishment

The Estate Agency Affairs Board (EAAB) was established in terms of the Estate Agency Affairs Act, No. 112 of 1976.

Purpose

The objective of the EAAB is to maintain and promote the standard of conduct of estate agents, and regulate the activities of estate agents, having due regard to the public interest.

7.3 Specialised Services Agencies

Small Enterprise Development Agency (seda)



Establishment

The Small Enterprise Development Agency (**seda**) was established in terms of the National Small Business Amendment Act, No. 26 of 2003.

seda, officially launched in December 2005, emerged as the result of a merger between the National Small Enterprise Promotion Agency (Ntsika) and National Manufacturing Advisory Centre (NAMAC).

Purpose

seda provides co-ordinated, non-financial support for the small business sector. The Agency is tasked with implementing small enterprise development support services and products through a national, integrated service delivery network. In so doing, it aims to improve the contribution of small enterprises to the economy, as well as employment and equity bases.

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South African Bureau of Standards (SABS)



Establishment

The SABS administers the Standards Act, No. 29 of 1993 and promotes the use of standards and quality control measures in industry and commerce.

Purpose

The aim of the SABS is to be the provider of choice for conformity assessment services, certification, testing, training and consulting.

The SABS also regulates 80 compulsory specifications on the health and safety of the public. In addition, it supervises trade metrology and national building regulations and building standards.

South African National Accreditation System (SANAS)



Establishment

The South African National Accreditation System (SANAS) administers the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, No. 19 of 2006. SANAS is responsible for establishing conformity assessment and good laboratory practice accreditation in South Africa. It also facilitates mutual recognition agreements with international accreditation organisations.

Purpose

The aim of SANAS is to create an impartial and transparent mechanism for organisations to independently demonstrate their competence and facilitate the beneficial exchange of goods, services and knowledge. SANAS is also tasked with providing a service that is recognised as being on a par with the best international practices, while still being representative of the demographics of South Africa.

National Metrology Institute of South Africa (NMISA)



Establishment

The National Metrology Institute of South Africa (NMISA) administers the Measurement Units and Measurement Standards Act, No. 18 of 2006. The NMISA is mandated to provide for the use of measurement units of the International System of Units (SI) and certain other measurement units, as well as the designation, storage and maintenance of national measurement standards and units.

Purpose

The aim of the NMISA is to support the development of measurement techniques in enterprises and contribute to the harmonisation of measurement results across Africa, in order to facilitate trade and market assess.

National Regulator for Compulsory Specifications (NRCS)



Establishment

The National Regulator for Compulsory Specifications (NRCS) Act, No. 5 of 2008, was promulgated in the Government Gazette, No. 31216, on 4 July 2008 and took effect on 1 September 2008.

Purpose

The NRCS protects the public via the enforcement of regulations governing the safety of producers, the fairness of trade and protection of the environment.

Organisational Information



8.1 Delegation of Powers

8.1.1 HR Management

The Public Service Act of 1994 and Regulations of 2001, as amended, provide the basis for **the dti's** HR delegations. The purpose of these delegations is to provide the Director-General and other designated officials with the requisite authority to enable them to execute the HR management duties to which they were assigned.

The existing HR delegations were approved by the Minister of Trade and Industry in 2008 and are scheduled for review during the 2010/11 period, to incorporate the new Guidelines and the Delegations Register to be promulgated by the Minister of Public Service and Administration.

8.1.2 Financial Management

the dti's financial delegations are in accordance with the Public Finance Management Act of 1999 and Treasury Regulations, as amended. The delegations are continuously reviewed and updated, to ensure that they remain relevant, aligned and applicable to the **the dti's** organisational structure.

The existing financial delegations were approved by the Minister of Trade and Industry in 2008.

8.2 Capital Transfers and Financial Assets

National Empowerment Fund (NEF)

National Productivity Institute: Workplace Challenge

Small Enterprise Development Agency (**seda**)

South African Women Entrepreneurs' Network (SAWEN)

United Nations Industrial Development Organisation (UNIDO)

Small Enterprise Development Agency Technology Programme (**stp**)

National Research Foundation (NRF): Technology and Human Resources for Industry Programme (THRIP)

Centurion Aerospace Village

Council for Scientific and Industrial Research (CSIR): Maritime Industry Project

CSIR: Aerospace Industry

CSIR: National Cleaner Production Centre (NCPC)

CSIR: Fibre and Textile Centre of Excellence

CSIR: Technology Transfer Centre

CSIR: Technology Venture Capital

Council for Mineral Technology and Research: Customised Sector Programmes

Industrial Development Corporation (IDC): Isivande Women's Fund (IWF)

IDC: Regional Industrial Development

IDC: Customised Sector Programmes

IDC: Fund for Research into Industrial Development, Growth and Equity

Protechniks

World Trade Organisation (WTO)

Organisation for the Prohibition of Chemical Weapons

Development Bank of Southern Africa (DBSA): Regional Spatial Development Initiatives

South African Bureau of Standards (SABS): Trade Metrology

SABS: Plant infrastructure

IDC: Support Programme for Industrial Innovation (SPII)

CSIR: Technology for Women in Business

SABS: Research Contribution

SABS: Small Business Technical Consulting

South African National Accreditation System (SANAS)

National Metrology Institute of South Africa (NMISA)

National Automotive Industrial Development Centre

Witwatersrand (Wits) Business School: Centre for Entrepreneurship

University of Pretoria (UP): Advanced Engineering Centre of Excellence

National Regulator for Compulsory Specifications (NRCS)

Wits: National Aerospace Skills Sector Support Centre

North-West University: Advanced Manufacturing Skills Sector Support Centre

Umsobomvu Youth Fund: Sponsorship

Technology for Women in Business (TWIB): Sponsorship

Companies and Intellectual Property Registration Office (CIPRO)

Consumer Awards
National Credit Regulator (NCR)
National Gambling Board (NGB)
Regional Services Council levies
National Consumer Tribunal (NCT)
National Consumer Commission
World Intellectual Property Organisation (WIPO)
Black Business Supplier Development Programme (BBSDP)
Business Process Outsourcing (BPO)
Coega Development Corporation
East London Industrial Development Zone (IDZ) (Pty) Limited (ELIDZ)
Richards Bay IDZ Company (RBIDZ)
IDZs Grant
IDZs: Other
Competitiveness Fund
Co-operative Incentive Scheme (CIS)
Critical Infrastructure Programme (CIP)
CIP: ALCAN Aluminium Smelter
Small-Medium Enterprise Development (SMED)
Export Market and Investment Assistance (EMIA)
Film and Television Production Incentive
Manufacturing Development Programme Incentives
Sector Development Programme
Sector Partnership Fund
Intsimbi National Tooling Initiative
Clothing and Textile Production Incentive
African Programme of Rethink Development Economics
National Foundry Technology Network: Metals
Small and Medium Manufacturing Development Programme
South African Capital Goods Feasibility Study Fund
Staple Food Fortification Programme
Enterprise Investment Programme
Automotive Production and Development Programme
Export Consultancy Trust Fund: International Bank for Reconstruction and Development (WB)
Proudly South African
Export Consultancy Trust Fund: International Finance Corporation
Export Credit Insurance Corporation (ECIC)
Regional Services Council Levies

8.3 Information Technology Systems

The implementation of the revised Master System Plan will be the focus of **the dti's** Information, Communication and Technology (ICT) function in the medium term, with particular attention being given to upgrading the Department's IT infrastructure, enhancing desktop support, automating identified business processes and implementing **the dti's** Information Security Strategy in 2010/11.

8.4 Performance Management System

the dti's Performance Management System was successfully reviewed to enhance its objectivity, alignment and user-friendliness. Performance contracting at the business unit and individual level has been aligned to the Department of Public Service and Administration's regulations. The performance assessment processes have also been greatly enhanced, and this is evident from the decrease in expenditure on performance awards in 2008/09 and the recent outcome of the 2009/10 bi-annual moderation process.

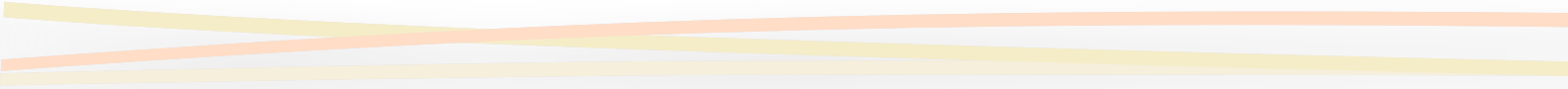
Further alignment will be achieved when the Minister of Trade and Industry's 2010/11 performance contract with the President of the Republic is cascaded throughout the Department.

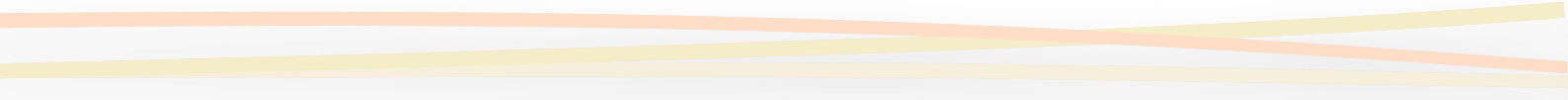
Significant strides have also been made to enhance the conclusion of performance agreements, based on the timeous review of the Performance Management System. Ninety-four percent (94%) of senior managers concluded performance agreements during the 2009/10 performance cycle.

The emphasis in 2010 – 2011 will be on enhancing the quality of performance agreements in line with internal audit recommendations, as well as fully aligning the reviewed Performance Management System with other business processes.

8.5 Structure of the dti







Abbreviations and Acronyms



Abbreviations and Acronyms

AER	African Economic Development
AG	Auditor-General
AIS	Automotive Investment Scheme
APDP	Automotive Production and Development Programme
APORDE	African Programme on Rethinking Development Economics
AU	African Union
BBSDP	Black Business Supplier Development Programme
BPO	Business Process Outsourcing
BPO&O	Business Process Outsourcing and Offshoring
CCRD	Consumer and Corporate Regulation Division
CIP	Critical Infrastructure Programme
CIPRO	Companies and Intellectual Property Registration Office
CIS	Co-operative Incentive Scheme
COTII	Council of Trade and Industry Institutions
CSIR	Council for Scientific and Industrial Research
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of Southern Africa
DDG	Deputy Director-General
DG	Director-General
DoH	Department of Health
DRC	Democratic Republic of Congo
EAAB	Estate Agency Affairs Board
ECIC	Export Credit Insurance Corporation
EDD	Economic Development Department
EE	Employment Equity
EEDD	Empowerment and Enterprise Development Division
EEIP	Equity Equivalent Investment Programme
EIP	Enterprise Investment Programme
ELIDZ	East London Industrial Development Zone
EMIA	Export Marketing and Investment Assistance
EPA	Economic Partnership Agreement
FABCOS	Foundation of African Business and Consumer Services
FDI	foreign direct investment
FIG	Foreign Investment Grant
GLP	good laboratory practice
GSSSD	Group Systems and Support Services Division
HDI	Historically Disadvantaged Individuals
HDPs	Historically Disadvantaged Persons
IBRD	International Bank for Reconstruction and Development
ICT	Information, Communication and Technology
ICTS	International Co-operation, Trade and Security Cluster
IDC	Industrial Development Corporation
IDD	Industrial Development Division
IDZs	Industrial Development Zones
IFC	International Finance Corporation

IPAP	Industrial Policy Action Plan
IP	intellectual property
IS	International System of Units
IT	Information Technology
ITAC	International Trade Administration Commission
ITD	International Trade Development
ITED	International Trade and Economic Development Division
IWF	Isivande Women's Fund
LED	Local Economic Development
MIP	Manufacturing Investment Programme
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCPC	National Cleaner Production Centre
NCR	National Credit Regulator
NCT	National Consumer Tribunal
NEDLAC	National Economic and Development Labour Council
NEF	National Empowerment Fund
NEPAD	New Partnership for Africa's Development
NFTN	National Foundry Technology Network
NGB	National Gambling Board
NIPF	National Industrial Policy Framework
NLB	National Lotteries Board
NLDTF	National Lotteries Distribution Trust Fund
NLRF	National Liquor Regulators' Forum
NMAC	National Manufacturing Advisory Centre
NMISA	National Metrology Institute of South Africa
NP	Non-Proliferation
NRCS	National Regulator for Compulsory Specifications
NRF	National Research Foundation
PGD	Partnership for Growth and Development
PPPFA	Preferential Procurement Policy Framework Act
RBIDZ	Richards Bay IDZ Company
R&D	research and development
RoO	Region of Origin
SABS	South African Bureau of Standards
SACU	Southern African Customs Union
SADCSTAN	SADC Co-operation in Standardisation
SADCTRLC	SADC Technical Relations Liaison Committee
SAFVCA	South African Fruit and Vegetable Canners Association
SANAS	South African National Accreditation System
SAOSO	South African Organic Sector Organisation
SAPS	South African Police Service
SAWEN	South African Women Entrepreneurs' Network
SETA	Sector Education and Training Authority
SPIs	spatial development initiatives
SDIP	Service Delivery Improvement Plan

seda	Small Enterprise Development Agency
SME	Small to Medium Enterprise
SMEDP	Small and Medium Enterprise Development Programme
SMME	Small, Micro and Medium Enterprise
SOPs	standard operating procedures
SPII	Support Programme for Industrial Innovation
SPX Centres	Sub-Contracting and Partnership Exchanges (UNIDO) Centres
STB	set-top-box
TBVCs	Transkei, Bophuthatswana, Venda and Ciskei states
TDCA	Trade Development and Co-operation Agreement
TEO	The Enterprise Organisation
the dti	Department of Trade and Industry
THRIP	Technology and Human Resources for Industry Programme
TISA	Trade and Investment South Africa
TSP	Tourism Support Programme
TWIB	Technology for Women in Business
UNIDO	United Nations Industrial Development Organisation
UN	United Nations
UP	University of Pretoria
WB	World Bank
WIPO	World Intellectual Property Organisation
Wits	Witwatersrand University
WPSDP	Work-Place Skills Development Plan
WTO	World Trade Organization

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