

Trade, Industry and Competition

Budget summary

R million	2026/27				2027/28	2028/29
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
MTEF allocation						
Administration	1 032.4	–	12.9	1 045.3	1 085.2	1 118.6
Trade	107.6	157.8	1.0	266.4	276.9	285.3
Investment and Spatial Industrial Development Sectors	116.3	73.0	0.6	189.9	198.1	204.5
Regulation	145.0	1 539.6	1.3	1 685.9	1 757.0	1 811.6
Incentives	83.3	293.2	0.1	376.6	392.6	404.9
Export	191.9	5 245.6	–	5 437.5	5 655.4	5 831.6
Transformation and Competition	255.8	172.7	1.6	430.0	447.9	461.4
Research	90.8	2 106.9	0.9	2 198.6	717.4	739.7
	67.1	–	1.2	68.3	71.1	73.3
Total expenditure estimates	2 090.0	9 588.9	19.6	11 698.5	10 601.5	10 930.9
Executive authority	Minister of Trade, Industry and Competition					
Accounting officer	Director-General of Trade, Industry and Competition					
Website	www.thedtic.gov.za					

The Estimates of National Expenditure is available at www.treasury.gov.za. Additional tables in Excel format can be found at www.treasury.gov.za and www.vulekamali.gov.za.

Vote purpose

Lead economic development policy formulation and planning. Facilitate access to sustainable economic activity and employment for all South Africans through an understanding of the economy, knowledge of economic opportunities and potential, and anticipation of future economic trends. Catalyse economic transformation and development, and provide a predictable, competitive, equitable and socially responsible environment for investment, enterprise and trade for economic citizens. Contribute to achieving government's vision of an adaptive and restructured economy characterised by accelerated economic growth, employment creation and greater equity.

Mandate

The Department of Trade, Industry and Competition derives its mandate from a broad legislative framework, which includes the:

- Industrial Development Act (1940)
- Manufacturing Development Act (1993)
- Competition Act (1998), as amended
- International Trade Administration Act (2002)
- Broad-based Black Economic Empowerment Act (2003)
- Companies Act (2008)
- Consumer Protection Act (2008)
- Special Economic Zones Act (2014).

Selected performance indicators

Table 39.1 Performance indicators by programme and related outcome

Indicator	Programme	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of countries that have started trading under the African Continental Free Trade Agreement per year	Trade	Increased trade and investment	– ¹	– ¹	11	20	25	30	35
Rand value of investment attracted through industrial financing per year	Incentives		R26.7bn	R34bn	R13.2bn	R10bn	R10bn	R13bn	R15bn
Number of new jobs created through support from the department per year	Incentives	Increased employment and work opportunities	– ¹	– ¹	11 565	2 900	2 600	2 700	2 900
Rand value of investments leveraged from competition and transformation interventions per year	Transformation and Competition	Increased trade and investment	– ¹	– ¹	– ¹	R8bn	R10bn	R10bn	R10bn

1. No historical data available.

Expenditure overview

The department aims to foster a more resilient and globally competitive economy for South Africa through improved targeted interventions in industrialisation that create employment opportunities and inclusive growth. Over the medium term, the department, alongside its public entities, will drive inclusive and sustainable economic growth by focusing on supporting business and developing industrial corridors, and enhancing the capacity of manufacturing and related sectors to create decent jobs, increase value addition and improve competitiveness in domestic and export markets.

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

Supporting business and developing industrial corridors

Activities in the *Incentives* programme will continue to support initiatives that enhance competition, infrastructure development and job creation. This will be done by growing sustainable, competitive enterprises through direct and indirect industrial financing in the form of incentives. Of the R16.9 billion allocated to *Incentives* programme over the period ahead, those related to manufacturing development account for 51.5 per cent (R9.1 billion), followed by infrastructure investment support at 21.4 per cent (R3.6 billion) and services sector development at 19.1 per cent (R3.2 billion). An estimated 8 200 new jobs and 17 000 digital jobs are expected to be created through these incentives over the period ahead.

Over the next 3 years, through the *Sectors* programme, the department will continue to focus on implementing the new industrial policy, which aims to move beyond traditional support to focus on global trends such as decarbonisation, diversification and digitisation. This will be achieved through the transfer of an estimated R170.7 million to the National Cleaner Production Centre over the next 3 years. The centre focuses on driving the transition of South African industry towards a green economy through appropriate, resource-efficient and cleaner production interventions. Through the *Sectors* programme, the department will also continue to drive the implementation of the clothing, textile, leather and footwear master plan, which is allocated R1.5 billion over the medium term. Since its inception in 2009, the programme has created more than 10 000 jobs and continues to support existing employment. According to the plan, by 2030, employment in the sector is set to increase to 330 000 and local retail sales to R250 billion.

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

Enhance the capacity of manufacturing and related sectors

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

Expenditure trends and estimates

Table 39.2 Vote expenditure trends by programme and economic classification¹

Programmes											
1. Administration											
2. Trade											
3. Investment and Spatial Industrial Development											
4. Sectors											
5. Regulation											
6. Incentives											
7. Export											
8. Transformation and Competition											
9. Research											
Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Programme 1	759.9	816.9	848.7	1 069.5	12.1%	8.4%	1 045.3	1 085.2	1 118.6	1.5%	9.8%
Programme 2	222.7	252.0	237.1	315.7	12.3%	2.5%	266.4	276.9	285.3	-3.3%	2.5%
Programme 3	152.1	138.6	147.1	159.4	1.6%	1.4%	189.9	198.1	204.5	8.7%	1.8%
Programme 4	1 730.5	1 574.2	1 312.2	1 534.1	-3.9%	14.9%	1 685.9	1 757.0	1 811.6	5.7%	15.8%
Programme 5	331.5	346.2	345.9	407.3	7.1%	3.5%	376.6	392.6	404.9	-0.2%	3.5%
Programme 6	5 363.1	5 431.1	4 251.2	5 230.2	-0.8%	49.0%	5 437.5	5 655.4	5 831.6	3.7%	50.9%
Programme 7	397.8	416.7	339.7	385.3	-1.1%	3.7%	430.0	447.9	461.4	6.2%	4.0%
Programme 8	1 533.9	1 415.6	1 767.9	1 962.6	8.6%	16.1%	2 198.6	717.4	739.7	-27.8%	11.0%
Programme 9	48.2	49.3	37.1	64.6	10.2%	0.5%	68.3	71.1	73.3	4.3%	0.6%
Subtotal	10 539.8	10 440.6	9 287.0	11 128.6	1.8%	100.0%	11 698.5	10 601.5	10 930.9	-0.6%	100.0%
Total	10 539.8	10 440.6	9 287.0	11 128.6	1.8%	100.0%	11 698.5	10 601.5	10 930.9	-0.6%	100.0%
Change to 2025							1 463.3	(96.6)	(247.4)		
Budget estimate											
Economic classification											
Current payments	1 649.9	1 686.7	1 651.1	2 090.3	8.2%	17.1%	2 090.0	2 179.3	2 246.9	2.4%	19.6%
Compensation of employees	1 046.4	1 042.2	1 004.2	1 118.3	2.2%	10.2%	1 240.6	1 294.4	1 333.1	6.0%	11.6%
Goods and services ¹	603.5	644.4	646.6	972.0	17.2%	6.9%	849.4	884.9	913.7	-2.0%	8.0%
<i>of which:</i>											
Computer services	21.9	30.6	24.5	106.1	69.3%	0.4%	55.4	61.2	72.0	-12.1%	0.6%
Consultants: Business and advisory services	30.6	35.4	21.1	68.2	30.6%	0.4%	67.6	73.0	63.0	-2.6%	0.6%
Legal services	56.2	31.0	39.0	21.3	-27.7%	0.4%	33.5	37.8	39.0	22.4%	0.3%
Contractors	7.2	21.9	15.6	27.5	56.5%	0.2%	43.3	36.3	38.5	11.9%	0.4%
Operating leases	344.7	370.9	388.4	456.9	9.9%	3.8%	427.8	444.8	464.9	0.6%	4.0%
Travel and subsistence	50.9	58.1	71.4	93.2	22.3%	0.7%	81.8	84.7	84.8	-3.1%	0.8%
Interest and rent on land	–	0.1	0.3	–	0.0%	0.0%	–	–	–	0.0%	0.0%
Transfers and subsidies¹	8 884.5	8 692.8	7 600.2	9 028.5	0.5%	82.6%	9 588.9	8 401.9	8 663.2	-1.4%	80.2%
Departmental agencies and accounts	1 237.3	1 158.9	1 202.7	1 308.0	1.9%	11.9%	1 257.0	1 305.8	1 345.0	0.9%	11.8%
Foreign governments and international organisations	35.0	38.5	40.1	48.5	11.4%	0.4%	49.8	51.6	53.2	3.2%	0.5%
Public corporations and private enterprises	7 442.5	7 344.6	6 192.1	7 495.3	0.2%	68.8%	8 105.3	6 861.0	7 075.8	-1.9%	66.3%
Non-profit institutions	159.8	146.0	159.5	170.7	2.2%	1.5%	175.7	182.2	187.9	3.2%	1.6%
Households	10.0	4.7	5.7	6.0	-15.5%	0.1%	1.1	1.2	1.2	-41.1%	0.0%
Payments for capital assets	4.1	60.7	18.4	9.9	33.8%	0.2%	19.6	20.3	20.9	28.5%	0.2%
Machinery and equipment	2.1	48.3	15.9	8.2	57.3%	0.2%	16.2	16.9	17.4	28.4%	0.2%
Software and other intangible assets	2.0	12.4	2.5	1.6	-6.6%	0.0%	3.4	3.4	3.5	29.1%	0.0%
Payments for financial assets	1.2	0.5	17.3	–	-100.0%	0.0%	–	–	–	0.0%	0.0%
Total	10 539.8	10 440.6	9 287.0	11 128.6	1.8%	100.0%	11 698.5	10 601.5	10 930.9	-0.6%	100.0%

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at www.treasury.gov.za and www.vulekamali.gov.za.

Transfers and subsidies expenditure trends and estimates

Table 39.3 Vote transfers and subsidies trends and estimates

	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R thousand											
Households											
Social benefits											
Current	6 951	4 609	5 517	4 919	-10.9%	0.1%	1 143	1 189	1 226	-37.1%	0.0%
Employee social benefits	6 951	4 609	5 517	4 919	-10.9%	0.1%	1 143	1 189	1 226	-37.1%	0.0%
Other transfers to households											
Current	3 008	119	223	1 086	-28.8%	-	-	-	-	-100.0%	-
Gifts and donations	16	-	-	-	-100.0%	-	-	-	-	-	-
Other transfers to households	2 992	119	223	1 086	-28.7%	-	-	-	-	-100.0%	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	1 164 403	1 117 793	1 202 719	1 307 989	4.0%	14.0%	1 256 965	1 305 772	1 344 978	0.9%	15.5%
Council for Geoscience	1 437	1 407	1 364	1 410	-0.6%	-	1 450	1 508	1 555	3.3%	0.0%
International Trade Administration Commission	108 559	118 998	113 430	146 878	10.6%	1.4%	122 855	127 758	131 728	-3.6%	1.5%
South African National Accreditation System	33 820	30 738	32 118	29 866	-4.1%	0.4%	29 706	29 535	29 079	-0.9%	0.4%
National Metrology Institute of South Africa: Operations	122 832	111 637	177 312	175 099	12.5%	1.7%	169 841	176 619	182 108	1.3%	2.1%
National Regulator for Compulsory Specifications	147 560	138 611	145 734	149 235	0.4%	1.7%	153 522	159 648	164 610	3.3%	1.9%
National Credit Regulator	83 241	81 538	79 051	101 675	6.9%	1.0%	84 021	87 374	90 089	-4.0%	1.0%
National Gambling Board	36 477	33 152	34 641	35 790	-0.6%	0.4%	36 997	38 474	39 669	3.5%	0.5%
National Consumer Tribunal	54 756	53 636	52 000	69 726	8.4%	0.7%	55 269	57 475	59 261	-5.3%	0.7%
National Consumer Commission	59 388	73 566	71 220	73 360	7.3%	0.8%	73 410	76 340	78 712	2.4%	0.9%
Companies Tribunal	24 529	28 202	29 497	37 812	15.5%	0.4%	33 085	34 406	35 475	-2.1%	0.4%
Competition Commission	449 518	407 875	426 193	440 339	-0.7%	5.0%	452 987	471 065	485 705	3.3%	5.6%
Competition Tribunal	42 286	38 433	40 159	46 799	3.4%	0.5%	43 822	45 570	46 987	0.1%	0.5%
Capital	72 872	41 085	-	-	-100.0%	0.3%	-	-	-	-	-
National Metrology Institute of South Africa	72 872	41 085	-	-	-100.0%	0.3%	-	-	-	-	-
Public corporations and private enterprises											
Other transfers to private enterprises											
Current	177 575	241 237	145 899	257 907	13.2%	2.4%	242 551	251 831	259 347	0.2%	3.0%
Various institutions: Export market and investment assistance	153 360	227 182	128 520	216 088	12.1%	2.1%	202 450	210 130	216 350	-	2.5%
Various institutions: Support programme for industrial innovation	24 215	14 055	17 379	41 819	20.0%	0.3%	40 101	41 701	42 997	0.9%	0.5%
Capital	245 423	98 862	103 555	153 088	-14.6%	1.8%	160 134	166 524	171 700	3.9%	2.0%
Various institutions: Critical infrastructure programme: Bulk infrastructure	245 423	98 862	103 555	153 088	-14.6%	1.8%	160 134	166 524	171 700	3.9%	2.0%
Other transfers to public corporations											
Current	2 441 127	2 038 573	2 065 168	2 403 730	-0.5%	26.2%	1 298 800	1 353 958	1 398 216	-16.5%	16.1%
Protechnik Laboratories: Operations	3 817	3 739	4 011	4 208	3.3%	-	4 378	4 553	4 694	3.7%	0.1%
Various institutions: Industrial development zones – other	25 000	5 696	-	-	-100.0%	0.1%	27 996	29 202	30 110	-	0.3%
Council for Scientific and Industrial Research	2 104	2 061	1 998	2 064	-0.6%	-	2 123	2 208	2 277	3.3%	0.0%
Industrial Development Corporation: Regional industrial development	15 000	21 000	22 700	23 496	16.1%	0.2%	24 365	25 247	26 032	3.5%	0.3%
Various institutions: One-stop shop Industrial Development	6 000	6 000	14 000	2 000	-30.7%	0.1%	18 534	19 273	19 872	115.0%	0.2%
Corporation: Sector programmes	599 483	534 797	218 202	387 075	-13.6%	5.1%	507 788	531 159	549 843	12.4%	6.3%
Council for Scientific and Industrial Research: National Cleaner Production Centre	65 201	63 245	53 681	53 029	-6.7%	0.7%	54 721	57 128	58 904	3.6%	0.7%
Council for Scientific and Industrial Research: National Foundry Technology Network	7 583	9 991	11 996	12 514	18.2%	0.1%	12 873	13 387	13 803	3.3%	0.2%
South African Bureau of Standards Industrial Development	361 248	341 524	354 782	364 498	0.3%	4.2%	374 968	389 931	402 050	3.3%	4.6%
Corporation: Industrial financing	240 200	-	-	-	-100.0%	0.7%	-	-	-	-	-
Export Credit Insurance Corporation	150 000	155 505	162 488	167 881	3.8%	1.9%	172 704	179 595	185 177	3.3%	2.1%
Industrial Development Corporation of South Africa Limited: Social employment fund	861 566	787 941	1 130 000	1 292 000	14.5%	11.9%	-	-	-	-100.0%	-
Industrial Development Corporation of South Africa Limited: Tirisano Construction Fund Trust	64 375	68 333	53 750	56 158	-4.4%	0.7%	58 428	60 760	62 648	3.7%	0.7%
Industrial Development Corporation of South Africa Limited: Downstream steel industry competitiveness fund	39 550	38 741	37 560	38 807	-0.6%	0.5%	39 922	41 515	42 806	3.3%	0.5%

Table 39.3 Vote transfers and subsidies trends and estimates (continued)

	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R thousand											
Capital	409 635	963 276	171 597	1 017 082	35.4%	7.5%	1 054 794	1 096 489	1 130 256	3.6%	13.1%
Protechnik Laboratories: Capital	1 103	1 667	999	1 882	19.5%	–	1 958	2 036	2 099	3.7%	0.0%
Council for Scientific and Industrial Research: Aerospace industry	39 387	35 000	37 691	38 941	-0.4%	0.4%	50 060	51 659	52 954	10.8%	0.6%
Various institutions: Critical infrastructure programme: Industrial parks	11 294	32 612	132 907	49 791	64.0%	0.7%	50 286	52 293	53 918	2.7%	0.6%
Various institutions: Special economic zones	357 851	893 997	–	926 468	37.3%	6.4%	952 490	990 501	1 021 285	3.3%	11.8%
Subsidies on products and production											
Current	4 168 725	4 002 680	3 705 862	3 663 524	-4.2%	45.4%	3 839 043	3 992 247	4 116 323	4.0%	47.5%
Various institutions: Services sector development incentives	988 300	1 139 042	1 537 440	1 006 830	0.6%	13.7%	1 038 405	1 079 844	1 113 405	3.4%	12.9%
Various institutions: Manufacturing development incentives	3 180 425	2 863 638	2 168 422	2 656 694	-5.8%	31.8%	2 800 638	2 912 403	3 002 918	4.2%	34.7%
Non-profit institutions											
Current	159 801	146 010	159 542	170 705	2.2%	1.9%	175 734	182 210	187 874	3.2%	2.2%
Intsimbi future production technologies initiatives	68 176	68 291	81 358	84 555	7.4%	0.9%	87 517	91 009	93 838	3.5%	1.1%
Automotive supply chain competitiveness initiative	9 925	–	–	7 001	-11.0%	–	6 965	6 929	7 145	0.7%	0.1%
Trade and industrial policy strategies	30 480	31 689	35 015	30 850	0.4%	0.4%	31 736	33 003	34 029	3.3%	0.4%
Centurion Aerospace Village	8 000	–	–	1	-95.0%	–	1	1	1	–	0.0%
Proudly South African campaign	41 530	44 323	43 169	46 639	3.9%	0.5%	47 809	49 493	51 031	3.0%	0.6%
Black Business Council	1 690	1 707	–	1 659	-0.6%	–	1 706	1 775	1 830	3.3%	0.0%
Foreign governments and international organisations											
Current	35 010	38 542	40 135	48 453	11.4%	0.5%	49 782	51 644	53 249	3.2%	0.6%
Organisation for the Prohibition of Chemical Weapons	3 221	3 736	3 920	4 638	12.9%	–	4 825	5 017	5 173	3.7%	0.1%
World Trade Organisation	15 436	18 754	17 843	19 739	8.5%	0.2%	20 536	21 355	22 019	3.7%	0.3%
United Nations: Treaty on the Prohibition of Nuclear Weapons	–	–	26	1 775	–	–	1 828	1 900	1 959	3.3%	0.0%
United Nations Industrial Development Organisation	5 210	6 357	6 019	9 212	20.9%	0.1%	9 584	9 967	10 277	3.7%	0.1%
Treaty organisations for metrology	1 936	2 241	2 310	2 447	8.1%	–	2 546	2 648	2 730	3.7%	0.0%
World Intellectual Property Organisation	6 387	7 454	7 029	7 552	5.7%	0.1%	7 327	7 619	7 856	1.3%	0.1%
International Financial Reporting Standards Foundation	2 820	–	2 988	3 090	3.1%	–	3 136	3 138	3 235	1.5%	0.0%
Total	8 884 530	8 692 786	7 600 217	9 028 483	0.5%	100.0%	8 078 946	8 401 864	8 663 169	-1.4%	100.0%

Personnel information

Table 39.4 Vote personnel numbers and cost by salary level and programme¹

Programmes																				
1. Administration																				
2. Trade																				
3. Investment and Spatial Industrial Development																				
4. Sectors																				
5. Regulation																				
6. Incentives																				
7. Export																				
8. Transformation and Competition																				
9. Research																				
Number of posts estimated for 31 March 2026			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)				
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate												
		2024/25		Unit cost	2025/26		Unit cost	2026/27		Unit cost	2027/28		Unit cost	2028/29			Unit cost			
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2025/26 - 2028/29	2026/27 - 2028/29		
Trade, Industry and Competition																				
		1 399	33	1 097	1 004.2	0.9	1 101	1 118.3	1.0	1 177	1 240.6	1.1	1 178	1 294.4	1.1	1 175	1 333.1	1.1	2.2%	100.0%
Salary level		150	—	110	42.5	0.4	108	44.5	0.4	122	46.0	0.4	124	46.1	0.4	123	45.1	0.4	4.4%	10.5%
1 – 6		592	28	486	317.5	0.7	498	339.3	0.7	515	358.0	0.7	508	364.9	0.7	508	376.5	0.7	0.7%	43.4%
7 – 10		323	—	244	270.2	1.1	250	287.4	1.1	288	341.0	1.2	292	357.0	1.2	291	368.7	1.3	5.2%	24.7%
11 – 12		265	5	212	307.4	1.4	236	360.0	1.5	241	382.5	1.6	241	399.2	1.7	239	414.4	1.7	0.4%	20.4%
13 – 16		69	—	44	66.6	1.5	9	87.1	9.7	11	113.2	10.3	13	127.3	9.8	14	128.4	9.2	15.9%	1.1%
Other																				
Programme 1		474	10	375	300.2	0.8	378	318.0	0.8	436	368.5	0.8	441	380.0	0.9	444	390.2	0.9	5.5%	37.4%
Programme 2		96	2	77	81.6	1.1	84	94.4	1.1	85	98.4	1.2	84	102.2	1.2	83	105.2	1.3	-0.4%	7.1%
Programme 3		100	6	79	87.4	1.1	75	87.5	1.2	76	92.3	1.2	76	96.7	1.3	75	99.8	1.3	0.0%	6.4%
Programme 4		142	3	111	103.0	0.9	134	130.0	1.0	130	132.6	1.0	133	140.7	1.1	131	144.6	1.1	-0.8%	11.2%
Programme 5		71	—	61	61.7	1.0	60	65.6	1.1	61	69.5	1.1	61	73.3	1.2	60	75.6	1.3	-0.0%	5.2%
Programme 6		195	4	169	143.7	0.9	164	147.4	0.9	173	159.8	0.9	175	167.4	1.0	174	173.4	1.0	2.0%	14.8%
Programme 7		182	3	138	144.3	1.0	97	164.3	1.7	106	201.6	1.9	98	210.4	2.1	100	216.5	2.2	1.0%	8.6%
Programme 8		90	2	53	51.2	1.0	63	66.6	1.1	63	70.5	1.1	64	74.6	1.2	63	76.9	1.2	0.0%	5.4%
Programme 9		49	3	34	31.1	0.9	46	44.5	1.0	47	47.3	1.0	46	49.3	1.1	45	50.9	1.1	-0.7%	3.9%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.
 2. Rand million.

Departmental receipts

Table 39.5 Departmental receipts by economic classification

	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2022/23	2023/24	2024/25					2025/26	2026/27	2027/28		
R thousand												
Departmental receipts	151 942	218 336	222 150	220 195	220 325	13.2%	100.0%	222 074	223 138	224 213	0.6%	100.0%
Tax receipts	7 488	7 845	8 125	8 125	8 125	2.8%	3.9%	8 150	8 452	8 500	1.5%	3.7%
Sales of goods and services produced by department	620	612	616	645	645	1.3%	0.3%	647	649	658	0.7%	0.3%
Sales by market establishments	277	255	262	280	280	0.4%	0.1%	285	285	285	0.6%	0.1%
of which:												
Rental of parking	277	255	262	280	280	0.4%	0.1%	285	285	285	0.6%	0.1%
Administrative fees	1	2	2	1	1	—	—	1	1	1	—	—
of which:												
Request for information in terms of the Promotion of Access to Information Act (2000)	1	2	2	1	1	—	—	1	1	1	—	—
Other sales	342	355	352	364	364	2.1%	0.2%	361	363	372	0.7%	0.2%
of which:												
Academic services	124	142	130	140	140	4.1%	0.1%	141	142	150	2.3%	0.1%
Commission on insurance and garnishee	218	213	222	224	224	0.9%	0.1%	220	221	222	-0.3%	0.1%
Sales of scrap, waste, arms and other used current goods	177	174	190	152	152	-4.9%	0.1%	154	155	160	1.7%	0.1%
of which:												
Cellphones: Old pool phones	177	174	190	152	152	-4.9%	0.1%	154	155	160	1.7%	0.1%

Table 39.5 Departmental receipts by economic classification (continued)

	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)	
	2022/23	2023/24	2024/25					2025/26	2026/27	2027/28			2028/29
R thousand													
Fines, penalties and forfeits	75 943	71 507	96 856	90 894	90 894	6.2%	41.2%	90 496	90 497	90 500	-0.1%	40.6%	
Interest, dividends and rent on land	955	527	58 328	50 982	50 982	276.5%	13.6%	50 944	50 950	50 950	-	22.8%	
Interest	955	527	8 328	982	982	0.9%	1.3%	944	950	950	-1.1%	0.4%	
Dividends	-	-	50 000	50 000	50 000	-	12.3%	50 000	50 000	50 000	-	22.4%	
of which:													
Dividends from the Industrial Development Corporation	-	-	50 000	50 000	50 000	-	12.3%	50 000	50 000	50 000	-	22.4%	
Sales of capital assets	601	253	130	370	500	-5.9%	0.2%	370	400	400	-7.2%	0.2%	
Transactions in financial assets and liabilities	66 158	137 418	57 905	69 027	69 027	1.4%	40.7%	71 313	72 035	73 045	1.9%	32.3%	
Total	151 942	218 336	222 150	220 195	220 325	13.2%	100.0%	222 074	223 138	224 213	0.6%	100.0%	

Programme 1: Administration

Programme purpose

Provide strategic leadership, management and support services to the department.

Expenditure trends and estimates

Table 39.6 Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28			2028/29
R million												
Ministry	38.7	39.3	59.0	59.8	15.7%	5.6%	56.7	58.4	60.2	0.2%	5.4%	
Office of the Director-General	77.0	67.8	65.2	84.9	3.3%	8.4%	87.7	90.8	93.2	3.2%	8.4%	
Corporate Management Services	522.3	592.5	580.1	701.6	10.3%	68.6%	677.4	703.8	725.7	1.1%	64.8%	
Office Accommodation	2.6	2.7	2.8	3.0	5.3%	0.3%	3.0	3.1	3.2	2.2%	0.3%	
Financial Management	68.8	70.7	92.0	164.2	33.6%	11.3%	161.2	167.2	172.8	1.7%	15.4%	
Marketing Communication and Media Relations	50.5	43.9	49.6	55.9	3.4%	5.7%	59.4	61.9	63.6	4.4%	5.7%	
Total	759.9	816.9	848.7	1 069.5	12.1%	100.0%	1 045.3	1 085.2	1 118.6	1.5%	100.0%	
Change to 2025 Budget estimate				-			27.6	25.6	11.5			
Economic classification												
Current payments	754.4	756.2	810.7	1 063.0	12.1%	96.8%	1 032.4	1 071.8	1 104.8	1.3%	98.8%	
Compensation of employees	305.5	296.8	300.2	318.0	1.4%	34.9%	368.5	380.0	390.2	7.0%	35.0%	
Goods and services	448.9	459.3	510.5	744.9	18.4%	61.9%	663.9	691.8	714.7	-1.4%	63.7%	
of which:												
Audit costs: External	8.3	10.0	11.8	23.2	40.9%	1.5%	25.2	27.5	29.8	8.6%	2.5%	
Computer services	20.4	27.1	22.6	92.7	65.6%	4.7%	53.6	59.3	70.1	-8.9%	5.6%	
Consultants: Business and advisory services	8.3	8.3	5.9	33.1	58.8%	1.6%	35.7	39.3	28.5	-4.9%	3.2%	
Legal services	32.6	5.1	14.5	11.6	-29.2%	1.8%	22.4	26.4	27.2	32.9%	2.3%	
Contractors	5.9	7.8	14.1	15.9	39.0%	1.3%	39.7	32.1	34.2	29.1%	3.3%	
Operating leases	319.7	346.1	378.0	443.2	11.5%	42.5%	406.8	423.1	438.1	-0.4%	39.0%	
Interest and rent on land	-	0.1	-	-	-	0.0%	-	-	-	-	-	
Transfers and subsidies	1.9	0.9	3.7	3.2	18.9%	0.3%	-	-	-	-100.0%	-	
Households	1.9	0.9	3.7	3.2	18.9%	0.3%	-	-	-	-100.0%	-	
Payments for capital assets	2.9	59.6	17.1	3.3	4.1%	2.4%	12.9	13.4	13.8	61.1%	1.2%	
Machinery and equipment	0.9	47.4	14.6	2.9	46.4%	1.9%	10.8	11.3	11.7	58.9%	1.0%	
Software and other intangible assets	2.0	12.3	2.5	0.4	-41.7%	0.5%	2.1	2.1	2.1	75.4%	0.2%	
Payments for financial assets	0.7	0.2	17.2	-	-100.0%	0.5%	-	-	-	-	-	
Total	759.9	816.9	848.7	1 069.5	12.1%	100.0%	1 045.3	1 085.2	1 118.6	1.5%	100.0%	
Proportion of total programme expenditure to vote expenditure	7.2%	7.8%	9.1%	9.6%	-	-	8.9%	10.2%	10.2%	-	-	

Table 39.6 Administration expenditure trends and estimates by subprogramme and economic classification (continued)

Details of transfers and subsidies		Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
		2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million						2022/23 - 2025/26				2025/26 - 2028/29	2026/27 - 2028/29	
Households												
Social benefits												
Current		1.9	0.9	3.7	2.1	3.4%	0.2%	–	–	–	-100.0%	–
Employee social benefits		1.9	0.9	3.7	2.1	3.4%	0.2%	–	–	–	-100.0%	–
Other transfers to households												
Current		–	–	–	1.1	–	–	–	–	–	-100.0%	–
Other transfers to households		–	–	–	1.1	–	–	–	–	–	-100.0%	–

Personnel information

Table 39.7 Administration personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)						
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate													
		2024/25		2025/26		2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29								
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Administration		474	10		375	300.2	0.8	378	318.0	0.8	436	368.5	0.8	441	380.0	0.9	444	390.2	0.9	5.5%	100.0%
1 – 6	109	–	84	33.3	0.4	83	34.8	0.4	93	34.3	0.4	92	32.6	0.4	90	30.4	0.3	2.7%	20.8%		
7 – 10	196	10	159	102.9	0.6	162	107.0	0.7	176	113.9	0.6	176	114.9	0.7	177	116.8	0.7	3.0%	40.0%		
11 – 12	106	–	81	88.6	1.1	77	86.0	1.1	107	120.6	1.1	113	129.1	1.1	117	135.6	1.2	15.0%	25.5%		
13 – 16	60	–	47	66.7	1.4	53	81.3	1.5	57	90.7	1.6	57	94.4	1.7	57	98.3	1.7	2.5%	12.9%		
Other	3	–	3	8.8	2.9	3	9.0	3.0	3	9.0	3.0	3	9.0	3.0	3	9.0	3.0	–	0.7%		

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 2: Trade

Programme purpose

Build an equitable global trading system that facilitates development by strengthening trade and investment links with key economies and fostering African development, including regional and continental integration and development cooperation, in line with the African Union's Agenda 2063.

Objectives

- Promote African economic integration and development at the regional and continental levels over the medium term by:
 - advancing development integration in the Southern African Customs Union and the Southern African Development Community Free Trade Area through the implementation of the Africa regional development programme
 - working to conclude negotiations on and implementing the African Continental Free Trade Agreement
 - advancing South Africa's trade, industrial policy and economic development objectives through cooperation with key economies to address tariff and non-tariff barriers that impede South Africa's value-added exports
 - implementing South Africa's policy on the non-proliferation of weapons of mass destruction to ensure effective export and import regimes to control trade in strategic goods and technologies.

Subprogrammes

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

- *African Multilateral Economic Development* facilitates bilateral and multilateral African trade relations aimed at deepening regional integration.

Expenditure trends and estimates

Table 39.8 Trade expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million											
International Trade Development	208.9	237.0	220.2	291.3	11.7%	93.2%	246.7	257.2	265.2	-3.1%	92.8%
African Multilateral Economic Development	13.8	15.1	16.9	24.4	20.9%	6.8%	19.7	19.7	20.1	-6.2%	7.2%
Total	222.7	252.0	237.1	315.7	12.3%	100.0%	266.4	276.9	285.3	-3.3%	100.0%
Change to 2025 Budget estimate				-			(0.9)	(2.3)	(6.4)		
Economic classification											
Current payments	88.6	103.2	95.4	134.2	14.8%	41.0%	107.6	111.7	115.0	-5.0%	40.3%
Compensation of employees	80.4	80.3	81.6	94.4	5.5%	32.8%	98.4	102.2	105.2	3.7%	36.9%
Goods and services	8.2	22.9	13.8	39.8	69.3%	8.2%	9.1	9.5	9.8	-37.3%	3.4%
<i>of which:</i>											
Communication	0.7	0.7	0.8	0.4	-15.1%	0.2%	0.6	0.6	0.6	11.4%	0.2%
Computer services	0.2	0.2	0.1	0.3	11.3%	0.1%	0.3	0.3	0.3	3.7%	0.1%
Legal services	-	0.5	-	-	-	0.0%	1.7	1.7	1.8	-	0.6%
Contractors	0.2	8.2	1.0	4.3	181.3%	1.3%	0.6	0.6	0.6	-47.6%	0.2%
Travel and subsistence	6.3	11.4	10.9	11.2	21.0%	3.9%	3.2	3.3	3.4	-32.5%	1.2%
Venues and facilities	0.3	1.1	0.2	22.6	330.0%	2.4%	1.7	1.8	1.9	-56.5%	0.7%
Transfers and subsidies	134.1	148.8	141.6	180.5	10.4%	58.9%	157.8	164.1	169.2	-2.1%	59.3%
Departmental agencies and accounts	110.0	120.4	114.8	148.3	10.5%	48.0%	124.3	129.3	133.3	-3.5%	46.7%
Foreign governments and international organisations	18.7	22.5	21.8	26.2	11.9%	8.7%	27.2	28.3	29.2	3.7%	10.2%
Public corporations and private enterprises	4.9	5.4	5.0	6.1	7.4%	2.1%	6.3	6.6	6.8	3.7%	2.4%
Households	0.5	0.5	0.0	-	-100.0%	0.1%	-	-	-	-	-
Payments for capital assets	-	-	-	1.0	-	0.1%	1.0	1.1	1.1	3.7%	0.4%
Machinery and equipment	-	-	-	1.0	-	0.1%	1.0	1.1	1.1	3.7%	0.4%
Total	222.7	252.0	237.1	315.7	12.3%	100.0%	266.4	276.9	285.3	-3.3%	100.0%
Proportion of total programme expenditure to vote expenditure	2.1%	2.4%	2.6%	2.8%	-	-	2.3%	2.6%	2.6%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.5	0.4	0.0	-	-100.0%	0.1%	-	-	-	-	-
Employee social benefits	0.5	0.4	0.0	-	-100.0%	0.1%	-	-	-	-	-
Other transfers to households											
Current	-	0.1	-	-	-	-	-	-	-	-	-
Other transfers to households	-	0.1	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	110.0	120.4	114.8	148.3	10.5%	48.0%	124.3	129.3	133.3	-3.5%	46.7%
Council for Geoscience	1.4	1.4	1.4	1.4	-0.6%	0.5%	1.5	1.5	1.6	3.3%	0.5%
International Trade Administration Commission	108.6	119.0	113.4	146.9	10.6%	47.5%	122.9	127.8	131.7	-3.6%	46.1%
Public corporations and private enterprises											
Other transfers to public corporations											
Current	3.8	3.7	4.0	4.2	3.3%	1.5%	4.4	4.6	4.7	3.7%	1.6%
Protechnik Laboratories: Operations	3.8	3.7	4.0	4.2	3.3%	1.5%	4.4	4.6	4.7	3.7%	1.6%
Capital	1.1	1.7	1.0	1.9	19.5%	0.6%	2.0	2.0	2.1	3.7%	0.7%
Protechnik Laboratories: Capital	1.1	1.7	1.0	1.9	19.5%	0.6%	2.0	2.0	2.1	3.7%	0.7%
Foreign governments and international organisations											
Current	18.7	22.5	21.8	26.2	11.9%	8.7%	27.2	28.3	29.2	3.7%	10.2%
Organisation for the Prohibition of Chemical Weapons	3.2	3.7	3.9	4.6	12.9%	1.5%	4.8	5.0	5.2	3.7%	1.8%
World Trade Organisation	15.4	18.8	17.8	19.7	8.5%	7.0%	20.5	21.4	22.0	3.7%	7.7%
United Nations: Treaty on the Prohibition of Nuclear Weapons	-	-	0.0	1.8	-	0.2%	1.8	1.9	2.0	3.3%	0.7%

Personnel information

Table 39.9 Trade personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)							
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate														
			2024/25			2025/26			2026/27		2027/28		2028/29				2025/26 - 2028/29	2026/27 - 2028/29					
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost						
Trade			96		2	77	81.6	1.1	84	94.4	1.1	85	98.4	1.2	84	102.2	1.2	83	105.2	1.3	-0.4%	100.0%	
Salary level																							
1 – 6	1	–	1	0.4	0.4	1	0.4	0.4	2	0.9	0.4	2	0.9	0.4	2	0.9	0.5	26.0%	2.4%				
7 – 10	40	1	30	20.7	0.7	32	23.4	0.7	32	24.3	0.8	31	24.8	0.8	31	26.0	0.8	-1.1%	37.3%				
11 – 12	27	–	20	22.6	1.1	22	26.4	1.2	22	27.6	1.3	22	28.9	1.3	22	30.4	1.4	–	26.2%				
13 – 16	28	1	26	37.9	1.5	29	44.3	1.5	29	45.8	1.6	29	47.5	1.6	28	47.9	1.7	-1.2%	34.1%				

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 3: Investment and Spatial Industrial Development

Programme purpose

Support foreign direct investment flows and promote domestic investment by providing a one-stop shop for investment promotion, investor facilitation and aftercare support for investors, and increase participation in industrialisation.

Objectives

- Create global awareness of South Africa's diverse industries and sector-specific investment opportunities through dedicated investment promotion, facilitation and aftercare support measures over the medium term.
- Facilitate the implementation of spatial industrial development in targeted regions through policies, strategies and programmes such as special economic zones and industrial parks, among others, on an ongoing basis.
- Develop and manage strategies and programmes that foster and stimulate industrialisation and structural change through the development and deployment of technologies and skills aligned with the department's economic programmes on an ongoing basis.
- Proactively maintain relationships with established companies and fulfil ongoing requirements to retain and encourage the expansion of their domestic footprint on an ongoing basis.
- Provide specialised and tailored assistance to potential and existing investors during all stages of the investment journey by using programmes and instruments such as the one-stop shop on an ongoing basis.
- Improve South Africa's business climate by initiating or supporting advocacy initiatives such as ongoing investment climate benchmarking and monitoring regulatory reform programmes, infrastructure development advocacy and the digitalisation of government services.
- Enhance the manufacturing competitiveness of the country's small, medium and micro enterprises (SMMEs) and the labour force through initiatives such as financial and non-financial support for innovative and technology businesses and the establishment of skills development programmes over the medium term.

Subprogrammes

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

- *Investment and Interdepartmental Clearing House* promotes and facilitates investment and provides support services to the investment and interdepartmental clearing house, provides specialist advisory services, fast-tracks and unblocks processes, and reduces bureaucratic red tape for investors.
- *Investor Support and Aftercare* provides specialist advisory services through research, information marketing, aftercare and policy advocacy to facilitate new investment and retain and expand existing investment.
- *Spatial Industrial Development* promotes regional industrial development in targeted areas such as special economic zones, industrial parks and townships.

Expenditure trends and estimates

Table 39.10 Investment and Spatial Industrial Development expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million											
Investment Promotion	49.0	44.8	49.2	48.8	-0.2%	32.1%	46.5	48.6	50.3	1.0%	24.5%
Investment and Interdepartmental Clearing House	6.5	6.6	14.5	15.8	34.5%	7.3%	20.1	21.0	21.6	10.9%	10.6%
Investor Support and Aftercare	0.7	0.6	2.9	2.1	42.1%	1.1%	1.6	1.7	1.7	-6.3%	0.9%
Spatial Industrial Development	95.8	86.6	80.5	92.7	-1.1%	59.5%	121.6	126.9	130.8	12.2%	64.0%
Total	152.1	138.6	147.1	159.4	1.6%	100.0%	189.9	198.1	204.5	8.7%	100.0%
Change to 2025 Budget estimate				–			(0.5)	(1.3)	(3.9)		
Economic classification											
Current payments	103.1	103.2	107.9	131.2	8.4%	74.6%	116.3	121.6	125.5	-1.5%	61.3%
Compensation of employees	82.5	85.0	87.4	87.5	2.0%	57.3%	92.3	96.7	99.8	4.5%	48.7%
Goods and services	20.6	18.2	20.5	43.8	28.5%	17.3%	23.9	24.9	25.7	-16.3%	12.6%
of which:											
Catering: Departmental activities	0.1	0.0	0.0	0.4	77.8%	0.1%	0.5	0.5	0.6	14.0%	0.3%
Consultants: Business and advisory services	1.7	1.7	–	3.6	27.5%	1.2%	2.0	2.1	2.1	-16.1%	1.0%
Agency and support/outsourced services	10.6	10.3	10.0	10.4	-0.6%	6.9%	10.7	11.1	11.4	3.3%	5.6%
Operating leases	–	–	–	0.1	–	0.0%	0.5	0.5	0.5	87.0%	0.3%
Travel and subsistence	5.1	4.1	6.8	11.6	31.7%	4.6%	6.1	6.4	6.7	-16.9%	3.2%
Venues and facilities	2.2	0.8	2.4	3.7	19.4%	1.5%	2.2	2.2	2.3	-15.4%	1.1%
Transfers and subsidies	49.0	35.4	39.2	27.6	-17.4%	25.3%	73.0	75.9	78.3	41.6%	38.4%
Public corporations and private enterprises	48.1	34.8	38.7	27.6	-16.9%	25.0%	73.0	75.9	78.3	41.6%	38.4%
Households	0.9	0.6	0.5	–	-100.0%	0.3%	–	–	–	–	–
Payments for capital assets	–	–	–	0.6	–	0.1%	0.6	0.7	0.7	3.7%	0.3%
Machinery and equipment	–	–	–	0.6	–	0.1%	0.6	0.7	0.7	3.7%	0.3%
Total	152.1	138.6	147.1	159.4	1.6%	100.0%	189.9	198.1	204.5	8.7%	100.0%
Proportion of total programme expenditure to vote expenditure	1.4%	1.3%	1.6%	1.4%	–	–	1.6%	1.9%	1.9%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.9	0.6	0.5	–	-100.0%	0.3%	–	–	–	–	–
Employee social benefits	0.9	0.6	0.5	–	-100.0%	0.3%	–	–	–	–	–
Public corporations and private enterprises											
Other transfers to public corporations											
Current	48.1	34.8	38.7	27.6	-16.9%	25.0%	73.0	75.9	78.3	41.6%	38.4%
Various institutions: Industrial development zones – other	25.0	5.7	–	–	-100.0%	5.1%	28.0	29.2	30.1	–	14.7%
Council for Scientific and Industrial Research	2.1	2.1	2.0	2.1	-0.6%	1.4%	2.1	2.2	2.3	3.3%	1.1%
Industrial Development Corporation: Regional industrial development	15.0	21.0	22.7	23.5	16.1%	13.8%	24.4	25.2	26.0	3.5%	12.8%
Various institutions: One-stop shop	6.0	6.0	14.0	2.0	-30.7%	4.7%	18.5	19.3	19.9	115.0%	9.7%

Personnel information

Table 39.11 Investment and Spatial Industrial Development personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026			Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25			2025/26			2026/27			2027/28			2028/29			2025/26 - 2028/29	2026/27 - 2028/29
Investment and Spatial Industrial Development			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	100	6	79	87.4	1.1	75	87.5	1.2	76	92.3	1.2	76	96.7	1.3	75	99.8	1.3	0.0%	100.0%
1 – 6	2	–	3	0.9	0.3	2	0.8	0.4	2	0.8	0.4	3	1.3	0.4	3	1.4	0.5	14.5%	3.5%
7 – 10	47	2	34	24.6	0.7	33	24.8	0.8	33	25.9	0.8	32	26.7	0.8	32	28.1	0.9	-1.0%	42.7%
11 – 12	30	–	23	28.4	1.2	22	29.1	1.3	23	31.6	1.4	23	33.2	1.4	22	33.3	1.5	0.0%	30.0%
13 – 16	21	4	19	33.5	1.8	18	32.7	1.8	18	34.0	1.9	18	35.4	2.0	18	37.0	2.1	–	23.8%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 4: Sectors

Programme purpose

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

Objectives

- Upscale industrial policy to achieve increased industrialisation, localisation and transformation by developing and implementing the reimagined industrial strategy using master plans as key instruments over the medium term.
- Contribute to the direct and indirect creation of decent employment, value-addition and competitiveness in domestic and export markets by developing policies, strategies and programmes for manufacturing and related sectors of the economy on an ongoing basis.
- Prevent unsafe and poor-quality imports and promote access to high value export markets by ensuring that technical infrastructure policies and institutions (including those dealing with standards, quality assurance, accreditation and metrology) play a strategic role in industrial policy on an ongoing basis
- Respond to the commercial imperatives of climate change and environmental concerns and the economic opportunities that arise from them by promoting green industries and resource efficiency on an ongoing basis.
- Promote industrial development by leveraging large public procurements through the national industrial participation programme on an ongoing basis.

Subprogrammes

- *Industrial Competitiveness* develops policies, strategies and programmes to strengthen the ability of manufacturing and other value-added sectors to create decent jobs and increase the addition of value in these sectors and competitiveness in domestic and export markets.
- *Customised Sector Programmes* develops and implements high-impact sector strategies focused on manufacturing and other value-added sectors to create decent jobs and increase the addition of value and competitiveness in domestic and export markets, as set out in the reimagined industrial strategy.

Expenditure trends and estimates

Table 39.12 Sectors expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Industrial Competitiveness	932.2	864.3	920.8	944.1	0.4%	59.5%	962.0	999.7	1 028.9	2.9%	56.9%
Customised Sector Programmes	798.3	709.8	391.4	590.0	-9.6%	40.5%	723.9	757.3	782.7	9.9%	43.1%
Total	1 730.5	1 574.2	1 312.2	1 534.1	-3.9%	100.0%	1 685.9	1 757.0	1 811.6	5.7%	100.0%
Change to 2025 Budget estimate							(69.4)	(79.2)	(107.0)		
Economic classification											
Current payments	114.9	114.4	112.6	141.9	7.3%	7.9%	145.0	153.5	157.8	3.6%	8.7%
Compensation of employees	104.0	100.4	103.0	130.0	7.7%	7.1%	132.6	140.7	144.6	3.6%	8.0%
Goods and services	10.9	13.9	9.6	11.9	3.0%	0.8%	12.4	12.9	13.2	3.7%	0.7%
of which:											
Administrative fees	0.1	0.1	0.1	0.9	93.0%	0.0%	1.1	1.1	1.1	9.4%	0.1%
Communication	0.9	1.0	0.8	0.8	-4.7%	0.1%	0.9	0.9	1.0	7.6%	0.1%
Consultants: Business and advisory services	2.0	-	-	-	-100.0%	0.0%	0.5	0.5	0.6	-	0.0%
Consumables: Stationery, printing and office supplies	-	0.0	0.0	0.2	-	0.0%	0.4	0.4	0.4	19.2%	0.0%
Travel and subsistence	4.6	2.8	4.2	6.1	10.4%	0.3%	7.2	7.4	7.7	7.7%	0.4%
Operating payments	0.0	0.4	0.0	0.9	331.2%	0.0%	1.6	1.6	1.7	24.0%	0.1%
Transfers and subsidies	1 615.7	1 459.6	1 199.7	1 391.0	-4.9%	92.1%	1 539.6	1 602.1	1 652.4	5.9%	91.2%
Departmental agencies and accounts	377.1	322.1	355.2	354.2	-2.1%	22.9%	353.1	365.8	375.8	2.0%	20.8%
Foreign governments and international organisations	7.1	8.6	8.3	11.7	17.7%	0.6%	12.1	12.6	13.0	3.7%	0.7%
Public corporations and private enterprises	1 072.9	984.6	676.4	856.1	-7.2%	58.4%	1 000.4	1 043.3	1 077.6	8.0%	59.4%
Non-profit institutions	158.1	144.3	159.5	169.0	2.3%	10.3%	174.0	180.4	186.0	3.2%	10.3%
Households	0.4	0.1	0.3	-	-100.0%	0.0%	-	-	-	-	-
Payments for capital assets	-	-	-	1.2	-	0.0%	1.3	1.3	1.4	3.7%	0.1%
Machinery and equipment	-	-	-	1.2	-	0.0%	1.3	1.3	1.4	3.7%	0.1%
Payments for financial assets	-	0.2	-	-	-	0.0%	-	-	-	-	-
Total	1 730.5	1 574.2	1 312.2	1 534.1	-3.9%	100.0%	1 685.9	1 757.0	1 811.6	5.7%	100.0%
Proportion of total programme expenditure to vote expenditure	16.4%	15.1%	14.1%	13.8%	-	-	14.4%	16.6%	16.6%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.4	0.1	0.3	-	-100.0%	-	-	-	-	-	-
Employee social benefits	0.4	0.1	0.3	-	-100.0%	-	-	-	-	-	-
Other transfers to households											
Current	0.0	-	-	-	-100.0%	-	-	-	-	-	-
Gifts and donations	0.0	-	-	-	-100.0%	-	-	-	-	-	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	304.2	281.0	355.2	354.2	5.2%	21.0%	353.1	365.8	375.8	2.0%	20.8%
South African National Accreditation System	33.8	30.7	32.1	29.9	-4.1%	2.1%	29.7	29.5	29.1	-0.9%	1.7%
National Metrology Institute of South Africa: Operations	122.8	111.6	177.3	175.1	12.5%	9.5%	169.8	176.6	182.1	1.3%	10.1%
National Regulator for Compulsory Specifications	147.6	138.6	145.7	149.2	0.4%	9.4%	153.5	159.6	164.6	3.3%	9.1%
Capital	72.9	41.1	-	-	-100.0%	1.9%	-	-	-	-	-
National Metrology Institute of South Africa	72.9	41.1	-	-	-100.0%	1.9%	-	-	-	-	-
Public corporations and private enterprises											
Other transfers to public corporations											
Current	1 033.5	949.6	638.7	817.1	-7.5%	55.9%	950.4	991.6	1 024.6	7.8%	56.5%
Industrial Development Corporation: Sector programmes	599.5	534.8	218.2	387.1	-13.6%	28.3%	507.8	531.2	549.8	12.4%	30.2%
Council for Scientific and Industrial Research: National Cleaner Production Centre	65.2	63.2	53.7	53.0	-6.7%	3.8%	54.7	57.1	58.9	3.6%	3.2%
Council for Scientific and Industrial Research: National Foundry Technology Network	7.6	10.0	12.0	12.5	18.2%	0.7%	12.9	13.4	13.8	3.3%	0.8%
South African Bureau of Standards	361.2	341.5	354.8	364.5	0.3%	23.1%	375.0	389.9	402.1	3.3%	22.2%

Table 39.12 Sectors expenditure trends and estimates by subprogramme and economic classification (continued)

Details of transfers and subsidies	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28			2028/29
	2022/23 - 2025/26	2026/27 - 2028/29	2026/27 - 2028/29									
R million												
Capital	39.4	35.0	37.7	38.9	-0.4%	2.5%	50.1	51.7	53.0	10.8%	2.9%	
Council for Scientific and Industrial Research: Aerospace industry	39.4	35.0	37.7	38.9	-0.4%	2.5%	50.1	51.7	53.0	10.8%	2.9%	
Non-profit institutions												
Current	158.1	144.3	159.5	169.0	2.3%	10.3%	174.0	180.4	186.0	3.2%	10.3%	
Intsimbi future production technologies initiatives	68.2	68.3	81.4	84.6	7.4%	4.9%	87.5	91.0	93.8	3.5%	5.2%	
Automotive supply chain competitiveness initiative	9.9	–	–	7.0	-11.0%	0.3%	7.0	6.9	7.1	0.7%	0.4%	
Trade and industrial policy strategies	30.5	31.7	35.0	30.9	0.4%	2.1%	31.7	33.0	34.0	3.3%	1.9%	
Centurion Aerospace Village	8.0	–	–	0.0	-95.0%	0.1%	0.0	0.0	0.0	–	0.0%	
Proudly South African campaign	41.5	44.3	43.2	46.6	3.9%	2.9%	47.8	49.5	51.0	3.0%	2.8%	
Foreign governments and international organisations												
Current	7.1	8.6	8.3	11.7	17.7%	0.6%	12.1	12.6	13.0	3.7%	0.7%	
United Nations Industrial Development Organisation	5.2	6.4	6.0	9.2	20.9%	0.4%	9.6	10.0	10.3	3.7%	0.6%	
Treaty organisations for metrology	1.9	2.2	2.3	2.4	8.1%	0.1%	2.5	2.6	2.7	3.7%	0.2%	

Personnel information

Table 39.13 Sectors personnel numbers and cost by salary level¹

Sectors	Number of posts estimated for 31 March 2026		Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25	2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29										
Salary level	142	3	111	103.0	0.9	134	130.0	1.0	130	132.6	1.0	133	140.7	1.1	131	144.6	1.1	-0.8%	100.0%
7 – 10	58	3	40	23.0	0.6	54	33.9	0.6	49	31.6	0.6	51	34.2	0.7	51	35.7	0.7	-1.9%	38.3%
11 – 12	41	–	33	27.9	0.8	36	31.9	0.9	37	33.9	0.9	37	35.3	1.0	35	34.7	1.0	-0.9%	27.7%
13 – 16	43	–	38	52.1	1.4	44	64.3	1.5	44	67.1	1.5	45	71.2	1.6	45	74.2	1.6	0.8%	34.0%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 5: Regulation

Programme purpose

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

Objectives

- Increase access to economic opportunities for small businesses and historically disadvantaged citizens on an ongoing basis by:
 - developing and reviewing legislation, policies and regulations
 - conducting impact assessments of legislation, policies and regulations on businesses and economic citizens.
- Develop efficient regulation to reduce regulatory burdens for businesses and increase confidence and certainty in South African business regulation on an ongoing basis by:
 - developing and reviewing legislation, policies and regulations
 - conducting impact assessments of legislation, policies and regulations on businesses and economic citizens.

- Create a business regulatory environment that promotes competitive, fair and efficient markets on an ongoing basis by:
 - developing and reviewing legislation, policies and regulations
 - conducting impact assessments of legislation, policies and regulations on businesses and economic citizens.
- Provide access to redress for economic citizens to increase market confidence on an ongoing basis by:
 - conducting research on the impact of legislation on economic citizens
 - developing and reviewing legislation, policies and regulations
 - conducting impact assessments of legislation, policies and regulations on businesses and economic citizens.
- Promote awareness of rights, duties and responsibilities to increase activism and public participation by conducting capacity-building sessions, workshops and education and awareness campaigns on an ongoing basis.
- Share and exchange regulatory experience with national and international partners and stakeholders to promote simple, appropriate and effective regulatory solutions by holding consultations, seminars and conferences on policy issues on an ongoing basis.

Subprogrammes

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

Expenditure trends and estimates

Table 39.14 Regulation expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Policy and Legislative Development	18.7	21.8	21.3	24.6	9.5%	6.0%	26.5	28.0	28.9	5.5%	7.1%
Enforcement and Compliance	33.1	35.1	35.1	38.7	5.3%	9.9%	40.7	42.6	44.1	4.4%	10.9%
Regulatory Services	279.7	289.3	289.5	344.0	7.1%	84.0%	309.4	321.9	331.9	-1.2%	82.0%
Total	331.5	346.2	345.9	407.3	7.1%	100.0%	376.6	392.6	404.9	-0.2%	100.0%
Change to 2025 Budget estimate				–			(1.6)	(3.3)	(8.8)		

Table 39.14 Regulation expenditure trends and estimates by subprogramme and economic classification (continued)

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
R million											
Current payments	63.1	68.5	69.3	77.9	7.3%	19.5%	83.3	87.8	90.6	5.2%	22.3%
Compensation of employees	56.4	61.0	61.7	65.6	5.2%	17.1%	69.5	73.3	75.6	4.9%	18.6%
Goods and services	6.7	7.5	7.5	12.3	22.3%	2.4%	13.8	14.5	15.0	6.7%	3.7%
of which:											
Advertising	–	–	0.4	0.7	–	0.1%	1.1	1.1	1.2	21.4%	0.3%
Catering: Departmental activities	0.2	0.1	0.1	0.5	34.5%	0.1%	0.7	0.8	0.8	11.9%	0.2%
Consultants: Business and advisory services	0.2	0.1	0.6	2.7	153.4%	0.3%	3.7	4.0	4.2	15.0%	1.0%
Legal services	2.5	1.5	2.2	2.0	-7.8%	0.6%	2.1	2.1	2.2	3.7%	0.5%
Travel and subsistence	3.2	3.3	3.2	4.7	13.7%	1.0%	4.2	4.4	4.5	-1.3%	1.1%
Operating payments	0.0	–	0.0	0.5	160.7%	0.0%	0.8	0.8	0.8	18.3%	0.2%
Transfers and subsidies	268.0	277.6	276.6	329.2	7.1%	80.5%	293.2	304.8	314.3	-1.5%	77.7%
Departmental agencies and accounts	258.4	270.1	266.4	318.4	7.2%	77.8%	282.8	294.1	303.2	-1.6%	75.0%
Foreign governments and international organisations	9.2	7.5	10.0	10.6	4.9%	2.6%	10.5	10.8	11.1	1.4%	2.8%
Households	0.4	0.1	0.2	0.2	-17.6%	0.1%	–	–	–	-100.0%	–
Payments for capital assets	–	0.0	–	0.2	–	0.0%	0.1	–	–	-100.0%	0.0%
Machinery and equipment	–	0.0	–	0.2	–	0.0%	0.1	–	–	-100.0%	0.0%
Payments for financial assets	0.5	–	–	–	-100.0%	0.0%	–	–	–	–	–
Total	331.5	346.2	345.9	407.3	7.1%	100.0%	376.6	392.6	404.9	-0.2%	100.0%
Proportion of total programme expenditure to vote expenditure	3.1%	3.3%	3.7%	3.7%	–	–	3.2%	3.7%	3.7%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.4	0.1	0.2	0.2	-17.6%	0.1%	–	–	–	-100.0%	–
Employee social benefits	0.4	0.1	0.2	0.2	-17.6%	0.1%	–	–	–	-100.0%	–
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	258.4	270.1	266.4	318.4	7.2%	77.8%	282.8	294.1	303.2	-1.6%	75.0%
National Credit Regulator	83.2	81.5	79.1	101.7	6.9%	24.1%	84.0	87.4	90.1	-4.0%	22.3%
National Gambling Board	36.5	33.2	34.6	35.8	-0.6%	9.8%	37.0	38.5	39.7	3.5%	9.8%
National Consumer Tribunal	54.8	53.6	52.0	69.7	8.4%	16.1%	55.3	57.5	59.3	-5.3%	14.6%
National Consumer Commission	59.4	73.6	71.2	73.4	7.3%	19.4%	73.4	76.3	78.7	2.4%	19.5%
Companies Tribunal	24.5	28.2	29.5	37.8	15.5%	8.4%	33.1	34.4	35.5	-2.1%	8.8%
Foreign governments and international organisations											
Current	9.2	7.5	10.0	10.6	4.9%	2.6%	10.5	10.8	11.1	1.4%	2.8%
World Intellectual Property Organisation	6.4	7.5	7.0	7.6	5.7%	2.0%	7.3	7.6	7.9	1.3%	1.9%
International Financial Reporting Standards Foundation	2.8	–	3.0	3.1	3.1%	0.6%	3.1	3.1	3.2	1.5%	0.8%

Personnel information

Table 39.15 Regulation personnel numbers and cost by salary level¹

Regulation Salary level	Number of posts estimated for 31 March 2026	Number of posts additional to the funded posts	Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
			Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25			2025/26			2026/27		2027/28		2028/29						
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
71	–	–	61	61.7	1.0	60	65.6	1.1	61	69.5	1.1	61	73.3	1.2	60	75.6	1.3	-0.0%	100.0%
1–6	2	–	1	0.4	0.4	2	0.9	0.5	3	1.5	0.5	3	1.6	0.5	3	1.7	0.6	14.5%	4.9%
7–10	31	–	29	18.8	0.6	26	18.7	0.7	25	18.9	0.8	25	20.1	0.8	25	20.9	0.8	-1.3%	41.2%
11–12	12	–	10	11.3	1.1	11	13.1	1.2	12	14.8	1.2	12	15.6	1.3	11	15.3	1.4	–	19.2%
13–16	26	–	21	31.2	1.5	21	32.9	1.6	21	34.3	1.6	21	36.0	1.7	21	37.8	1.8	–	34.6%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 6: Incentives

Programme purpose

Stimulate and facilitate the development of sustainable and competitive enterprises through the efficient provision of effective and accessible incentive measures that support national priorities.

Objectives

- Support industrial development that enhances productivity and bolsters competitiveness on an ongoing basis by:
 - designing, administering, monitoring and evaluating incentive programmes based on industrial policies and sector strategies
 - providing financial support in labour-intensive sectors including internationally traded services.
- Develop world-class economic infrastructure by supporting industrial parks, special economic zones and other infrastructure that contributes to accelerated growth for the manufacturing sector on an ongoing basis.

Subprogrammes

- *Broadening Participation and Industrial Incentives* provides incentive programmes that promote broader participation in the mainstream economy by businesses owned by people from historically disadvantaged communities and marginalised regions. This subprogramme comprises the black industrialist programme, the support programme for industrial innovation and the technology and human resource industry programme.
- *Manufacturing Incentives* provides incentives to promote additional investment in the manufacturing sector. The manufacturing investment cluster comprises the manufacturing competitiveness enhancement programme, the projects feasibility programme, the automotive investment scheme, the export marketing and investment assistance scheme, the sector-specific assistance scheme and the section 12I tax incentive scheme.
- *Services Investment Incentives* provides incentive programmes that promote increased investment and job creation in the services sector. These include incentive schemes such as the global business services programme and the film and television production programme for South African and foreign productions.
- *Infrastructure Investment Support* provides grants for 2 industrial infrastructure initiatives (special economic zones and the critical infrastructure programme) aimed at enhancing infrastructure and industrial development, and increasing investment in and the export of value-added commodities.
- *Product and Systems Development* reviews, monitors and develops incentive programmes to support the reimagined industrial strategy, and develops sector strategies to address market failures.
- *Strategic Partnership and Customer Care* facilitates access to targeted enterprises by reviewing the success of incentive schemes and improving them where possible.

Expenditure trends and estimates

Table 39.16 Incentives expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million												
Broadening Participation and Industrial Incentives	29.7	19.9	23.6	48.1	17.4%	0.6%	46.8	48.8	50.3	1.5%	0.9%	
Manufacturing Incentives	3 678.4	3 195.0	2 402.2	2 979.4	-6.8%	60.4%	3 116.8	3 240.4	3 341.5	3.9%	57.3%	
Services Investment Incentives	997.2	1 150.2	1 547.3	1 022.1	0.8%	23.3%	1 057.7	1 100.2	1 134.4	3.5%	19.5%	
Infrastructure Investment Support	630.9	1 037.1	246.6	1 144.9	22.0%	15.1%	1 178.8	1 226.2	1 264.4	3.4%	21.7%	
Product and Systems Development	11.5	13.1	14.0	15.2	9.6%	0.3%	16.1	17.5	18.1	6.0%	0.3%	
Strategic Partnership and Customer Care	15.3	15.9	17.7	20.4	10.1%	0.3%	21.3	22.2	22.9	3.9%	0.4%	
Total	5 363.1	5 431.1	4 251.2	5 230.2	-0.8%	100.0%	5 437.5	5 655.4	5 831.6	3.7%	100.0%	
Change to 2025 Budget estimate				-			(17.3)	(46.6)	(126.3)			
Economic classification												
Current payments	161.5	161.3	162.6	178.3	3.4%	3.3%	191.9	200.8	207.8	5.2%	3.5%	
Compensation of employees	142.0	141.7	143.7	147.4	1.3%	2.8%	159.8	167.4	173.4	5.5%	3.0%	
Goods and services	19.5	19.6	18.7	30.9	16.6%	0.4%	32.1	33.4	34.4	3.7%	0.6%	
of which:												
Communication	1.0	1.0	1.1	0.8	-5.3%	0.0%	0.9	0.9	0.9	3.7%	0.0%	
Consultants: Business and advisory services	7.3	8.9	5.7	10.5	13.0%	0.2%	10.8	11.2	11.5	3.1%	0.2%	
Legal services	5.8	3.2	4.7	5.1	-4.4%	0.1%	5.3	5.5	5.6	3.7%	0.1%	
Operating leases	-	-	-	0.9	-	0.0%	1.0	1.0	1.1	3.7%	0.0%	
Travel and subsistence	5.2	6.2	6.9	11.3	29.2%	0.1%	11.8	12.3	12.7	4.0%	0.2%	
Operating payments	0.0	0.0	0.0	0.7	422.9%	0.0%	0.7	0.8	0.8	3.7%	0.0%	
Interest and rent on land	-	-	0.3	-	-	0.0%	-	-	-	-	-	
Transfers and subsidies	5 201.6	5 269.8	4 088.6	5 051.9	-1.0%	96.7%	5 245.6	5 454.6	5 623.8	3.6%	96.5%	
Public corporations and private enterprises	5 201.1	5 269.4	4 088.2	5 050.8	-1.0%	96.7%	5 244.5	5 453.4	5 622.6	3.6%	96.4%	
Households	0.5	0.4	0.4	1.1	30.3%	0.0%	1.1	1.2	1.2	3.7%	0.0%	
Total	5 363.1	5 431.1	4 251.2	5 230.2	-0.8%	100.0%	5 437.5	5 655.4	5 831.6	3.7%	100.0%	
Proportion of total programme expenditure to vote expenditure	50.9%	52.0%	45.8%	47.0%	-	-	46.5%	53.3%	53.3%	-	-	
Details of transfers and subsidies												
Households												
Social benefits												
Current	0.5	0.4	0.1	1.1	30.3%	-	1.1	1.2	1.2	3.7%	0.0%	
Employee social benefits	0.5	0.4	0.1	1.1	30.3%	-	1.1	1.2	1.2	3.7%	0.0%	
Other transfers to households												
Current	-	0.0	0.2	-	-	-	-	-	-	-	-	
Other transfers to households	-	0.0	0.2	-	-	-	-	-	-	-	-	
Public corporations and private enterprises												
Other transfers to private enterprises												
Current	177.6	241.2	145.9	257.9	13.2%	4.1%	242.6	251.8	259.3	0.2%	4.5%	
Various institutions: Export market and investment assistance	153.4	227.2	128.5	216.1	12.1%	3.6%	202.5	210.1	216.4	-	3.7%	
Various institutions: Support programme for industrial innovation	24.2	14.1	17.4	41.8	20.0%	0.5%	40.1	41.7	43.0	0.9%	0.7%	
Capital	245.4	98.9	103.6	153.1	-14.6%	3.0%	160.1	166.5	171.7	3.9%	2.9%	
Various institutions: Critical infrastructure programme: Bulk infrastructure	245.4	98.9	103.6	153.1	-14.6%	3.0%	160.1	166.5	171.7	3.9%	2.9%	
Other transfers to public corporations												
Current	240.2	-	-	-	-100.0%	1.2%	-	-	-	-	-	
Industrial Development Corporation: Industrial financing	240.2	-	-	-	-100.0%	1.2%	-	-	-	-	-	
Capital	369.1	926.6	132.9	976.3	38.3%	11.9%	1 002.8	1 042.8	1 075.2	3.3%	18.4%	
Various institutions: Critical infrastructure programme: Industrial parks	11.3	32.6	132.9	49.8	64.0%	1.1%	50.3	52.3	53.9	2.7%	0.9%	
Various institutions: Special economic zones	357.9	894.0	-	926.5	37.3%	10.7%	952.5	990.5	1 021.3	3.3%	17.5%	
Subsidies on products and production												
Current	4 168.7	4 002.7	3 705.9	3 663.5	-4.2%	76.6%	3 839.0	3 992.2	4 116.3	4.0%	70.6%	
Various institutions: Services sector development incentives	988.3	1 139.0	1 537.4	1 006.8	0.6%	23.0%	1 038.4	1 079.8	1 113.4	3.4%	19.1%	
Various institutions: Manufacturing development incentives	3 180.4	2 863.6	2 168.4	2 656.7	-5.8%	53.6%	2 800.6	2 912.4	3 002.9	4.2%	51.5%	

Personnel information

Table 39.17 Incentives personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026			Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate											
			2024/25			2025/26			2026/27			2027/28			2028/29					2025/26 - 2028/29
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Incentives																				
Salary level	195	4	169	143.7	0.9	164	147.4	0.9	173	159.8	0.9	175	167.4	1.0	174	173.4	1.0	2.0%	100.0%	
1 – 6	8	–	8	2.9	0.4	8	3.3	0.4	11	4.4	0.4	13	5.4	0.4	14	6.2	0.4	20.5%	7.3%	
7 – 10	115	4	106	70.4	0.7	102	71.1	0.7	106	77.0	0.7	106	79.8	0.8	104	80.8	0.8	0.6%	60.5%	
11 – 12	49	–	36	41.4	1.1	35	42.5	1.2	38	48.3	1.3	38	50.6	1.3	38	53.1	1.4	2.8%	21.8%	
13 – 16	23	–	19	28.9	1.5	19	30.5	1.6	18	30.1	1.7	18	31.7	1.8	18	33.3	1.9	-1.8%	10.3%	

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 7: Export

Programme purpose

Increase export capacity and support direct investment flows through targeted strategies and an effectively managed network of foreign trade offices.

Objectives

- Increase the capacity of South Africa's enterprises to export goods and services, including skills, on an ongoing basis by providing integrated export awareness, training, coaching and mentorship, incubation and acceleration interventions; regulatory and compliance support; and access to appropriate financial support.
- Enter African export markets beyond the Southern African Development Community region, focusing on advancing services exports, and capitalise on the benefits of the African Continental Free Trade Area on an ongoing basis by undertaking outward selling missions, mobilising South African participation in regional trade shows, and inviting importers and distributors on specific inward buying missions.
- Promote and market South African goods and services globally on an ongoing basis by facilitating the participation of exporters in initiatives such as outward selling missions, international trade shows, inward buying missions and virtual business engagements.
- Advance the economic diplomacy and the professionalisation of the foreign service on an ongoing basis by recruiting, training and appointing foreign economic representatives and placing them in strategic and priority foreign offices to secure increased exports and investment.
- Resolve trade barriers faced by South African businesses on an ongoing basis by developing a nationally anchored non-tariff barrier platform that provides a single reporting channel for exporters, supported by a centralised case-management system with clear accountability, time-bound escalation and regional integration to safeguard market access.
- Improve trade finance instruments over the medium term by establishing an export-import bank and strengthening collaboration with the African Export-Import Bank to expand access to export finance, mitigate risk and facilitate trade for South African exporters.

Subprogrammes

- *African Bilateral Economic Relations* facilitates deeper and broader bilateral trade and investment relations with African economies and supports the deepening of regional integration through an outward investment-led trade approach.
- *Export Promotion and Marketing* promotes the export of South African value-added goods and services to increase market share in targeted high-growth markets and sustain market share in traditional markets.

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

Expenditure trends and estimates

Table 39.18 Export expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million											
African Bilateral Economic Relations	19.3	24.3	17.8	24.9	8.8%	5.6%	26.0	27.2	28.0	4.0%	6.1%
Export Promotion and Marketing	43.9	40.2	39.9	48.0	3.0%	11.2%	47.3	49.4	50.9	2.0%	11.0%
Trade and Investment Foreign Services Management Unit	322.6	340.7	269.3	296.3	-2.8%	79.8%	341.8	355.8	366.7	7.4%	79.5%
Export Development and Support	12.1	11.5	12.6	16.1	10.1%	3.4%	14.8	15.5	15.8	-0.6%	3.4%
Total	397.8	416.7	339.7	385.3	-1.1%	100.0%	430.0	447.9	461.4	6.2%	100.0%
Change to 2025 Budget estimate				-			18.8	17.3	11.5		
Economic classification	242.3	258.9	175.4	214.4	-4.0%	57.9%	255.8	266.6	274.6	8.6%	59.5%
Current payments											
Compensation of employees	185.6	191.7	144.3	164.3	-4.0%	44.6%	201.6	210.4	216.5	9.6%	46.9%
Goods and services	56.7	67.2	31.1	50.1	-4.1%	13.3%	54.1	56.2	58.0	5.0%	12.6%
of which:											
Communication	2.0	2.2	1.5	1.1	-17.6%	0.4%	1.1	1.1	1.2	2.0%	0.2%
Consultants: Business and advisory services	0.1	1.2	0.2	1.3	159.3%	0.2%	1.9	2.0	1.8	10.3%	0.4%
Operating leases	24.8	24.7	10.2	12.3	-20.8%	4.7%	19.1	19.8	24.8	26.2%	4.8%
Travel and subsistence	8.1	10.1	7.4	11.9	13.6%	2.4%	14.2	14.4	12.3	1.0%	3.1%
Operating payments	12.7	11.9	5.0	10.2	-7.0%	2.6%	10.7	11.1	9.8	-1.2%	2.4%
Venues and facilities	1.3	2.9	0.4	2.5	24.2%	0.5%	1.9	2.0	2.0	-6.5%	0.4%
Transfers and subsidies	154.3	157.1	162.9	169.4	3.2%	41.8%	172.7	179.6	185.2	3.0%	40.1%
Public corporations and private enterprises	150.0	155.5	162.5	167.9	3.8%	41.3%	172.7	179.6	185.2	3.3%	40.1%
Households	4.3	1.6	0.4	1.5	-29.2%	0.5%	-	-	-	-100.0%	-
Payments for capital assets	1.2	0.6	1.3	1.5	7.9%	0.3%	1.6	1.6	1.7	3.7%	0.4%
Machinery and equipment	1.2	0.6	1.3	1.5	7.9%	0.3%	1.6	1.6	1.7	3.7%	0.4%
Payments for financial assets	0.0	0.0	0.0	-	-100.0%	0.0%	-	-	-	-	-
Total	397.8	416.7	339.7	385.3	-1.1%	100.0%	430.0	447.9	461.4	6.2%	100.0%
Proportion of total programme expenditure to vote expenditure	3.8%	4.0%	3.7%	3.5%	-	-	3.7%	4.2%	4.2%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	2.0	1.6	0.4	1.5	-7.8%	0.4%	-	-	-	-100.0%	-
Employee social benefits	2.0	1.6	0.4	1.5	-7.8%	0.4%	-	-	-	-100.0%	-
Other transfers to households											
Current	2.4	0.0	0.0	-	-100.0%	0.2%	-	-	-	-	-
Other transfers to households	2.4	0.0	0.0	-	-100.0%	0.2%	-	-	-	-	-
Public corporations and private enterprises											
Other transfers to public corporations											
Current	150.0	155.5	162.5	167.9	3.8%	41.3%	172.7	179.6	185.2	3.3%	40.1%
Export Credit Insurance Corporation	150.0	155.5	162.5	167.9	3.8%	41.3%	172.7	179.6	185.2	3.3%	40.1%

Personnel information

Table 39.19 Export personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026		Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)						
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate													
		2024/25			2025/26			2026/27		2027/28		2028/29				2025/26 - 2028/29	2026/27 - 2028/29				
Export	Salary level	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
		182		3	138	144.3	1.0	97	164.3	1.7	106	201.6	1.9	98	210.4	2.1	100	216.5	2.2	1.0%	100.0%
	1-6	5	-	-	5	1.9	0.4	3	1.2	0.4	3	1.2	0.4	3	1.3	0.4	3	1.4	0.5	-	3.0%
	7-10	74	-	3	63	44.1	0.7	60	44.2	0.7	64	49.1	0.8	57	45.9	0.8	58	48.6	0.8	-1.1%	58.9%
	11-12	24	-	-	19	25.4	1.3	19	26.7	1.4	21	30.9	1.5	19	29.4	1.5	19	30.9	1.6	0.0%	19.4%
	13-16	13	-	-	10	15.0	1.5	9	14.1	1.6	10	16.3	1.6	9	15.5	1.7	9	16.3	1.8	-	9.2%
	Other	66	-	-	41	57.9	1.4	6	78.1	13.0	8	104.2	13.0	10	118.3	11.8	11	119.5	10.9	22.4%	9.5%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 8: Transformation and Competition

Programme purpose

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

Objectives

- Promote competition, trade and other economic regulation by ensuring the effective management of competition authorities over the medium term.
- Advance public interest, as defined in the Competition Act (1998), on an ongoing basis by assessing all merger and acquisition notifications and supporting the minister to intervene where necessary.
- Maximise the impact of recommendations of mergers, acquisitions and market inquiries on an ongoing basis by monitoring the implementation of agreements and merger conditions, and coordinating and monitoring the implementation of recommendations from market inquiries.
- Facilitate broad-based economic participation through the implementation of the Broad-based Black Economic Empowerment Amendment Act (2013) on an ongoing basis by implementing the black industrialist programme and monitoring the activities of the Black Economic Empowerment Commission.

Subprogrammes

- *Economic Planning and Advisory* promotes integrated economic planning, the analysis of economic plans and the advancement of competition priorities.
- *Implementation Coordination and Competition Oversight* promotes the implementation of economic development plans aligned with competition decisions, orders and recommendations; and provides support to the minister to carry out responsibilities required in terms of competition legislation.
- *Investment and Development* promotes public and private investment for development.
- *Equity and Empowerment* promotes black economic empowerment and the growth of the industrial base through the black industrialist programme.

Expenditure trends and estimates

Table 39.20 Transformation and Competition expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million												
Economic Planning and Advisory	14.2	11.8	46.0	7.9	-17.6%	1.2%	8.5	8.9	9.2	4.9%	0.7%	
Implementation Coordination and Competition Oversight	1 464.5	1 348.9	1 698.8	1 893.4	8.9%	95.9%	2 126.8	642.4	662.3	-29.5%	93.9%	
Investment and Development	4.1	3.5	3.7	4.1	0.1%	0.2%	4.5	4.7	4.9	5.8%	0.4%	
Equity and Empowerment	51.1	51.5	19.3	57.2	3.9%	2.7%	58.8	61.4	63.3	3.4%	5.0%	
Total	1 533.9	1 415.6	1 767.9	1 962.6	8.6%	100.0%	2 198.6	717.4	739.7	-27.8%	100.0%	
Change to 2025 Budget estimate							1 506.6	(6.6)	(16.8)			
Economic classification												
Current payments	74.6	72.0	80.0	86.0	4.9%	4.7%	90.8	95.7	98.7	4.7%	7.8%	
Compensation of employees	55.0	52.5	51.2	66.6	6.6%	3.4%	70.5	74.6	76.9	4.9%	6.1%	
Goods and services	19.6	19.4	28.8	19.4	-0.3%	1.3%	20.3	21.1	21.8	4.0%	1.7%	
<i>of which:</i>												
Communication	0.6	0.5	0.4	0.5	-10.3%	0.0%	1.5	0.8	0.8	19.2%	0.1%	
Consultants: Business and advisory services	3.5	1.5	4.7	3.5	-0.2%	0.2%	4.2	4.7	4.8	11.0%	0.4%	
Legal services	12.4	13.7	16.4	2.1	-44.7%	0.7%	2.1	2.1	2.1	0.7%	0.2%	
Contractors	-	0.2	0.2	5.2	-	0.1%	2.1	2.7	2.8	-18.7%	0.2%	
Travel and subsistence	2.5	2.3	2.4	5.8	32.6%	0.2%	7.9	8.1	8.4	13.1%	0.7%	
Training and development	-	0.8	0.2	0.5	-	0.0%	0.5	0.5	0.5	0.7%	0.0%	
Transfers and subsidies	1 459.3	1 343.3	1 687.9	1 875.8	8.7%	95.3%	2 106.9	620.7	640.0	-30.1%	92.1%	
Departmental agencies and accounts	491.8	446.3	466.4	487.1	-0.3%	28.3%	496.8	516.6	532.7	3.0%	42.3%	
Public corporations and private enterprises	965.5	895.0	1 221.3	1 387.0	12.8%	66.9%	1 608.4	102.3	105.5	-57.6%	49.7%	
Non-profit institutions	1.7	1.7	-	1.7	-0.6%	0.1%	1.7	1.8	1.8	3.3%	0.1%	
Households	0.3	0.3	0.2	-	-100.0%	0.0%	-	-	-	-	-	
Payments for capital assets	-	0.4	-	0.9	-	0.0%	0.9	1.0	1.0	3.7%	0.1%	
Machinery and equipment	-	0.2	-	0.3	-	0.0%	0.3	0.3	0.3	3.7%	0.0%	
Software and other intangible assets	-	0.2	-	0.6	-	0.0%	0.6	0.7	0.7	3.7%	0.1%	
Total	1 533.9	1 415.6	1 767.9	1 962.6	8.6%	100.0%	2 198.6	717.4	739.7	-27.8%	100.0%	
Proportion of total programme expenditure to vote expenditure	14.6%	13.6%	19.0%	17.6%	-	-	18.8%	6.8%	6.8%	-	-	
Details of transfers and subsidies												
Households												
Social benefits												
Current	0.3	0.3	0.2	-	-100.0%	-	-	-	-	-	-	
Employee social benefits	0.3	0.3	0.2	-	-100.0%	-	-	-	-	-	-	
Other transfers to households												
Current	-	0.0	-	-	-	-	-	-	-	-	-	
Other transfers to households	-	0.0	-	-	-	-	-	-	-	-	-	
Departmental agencies and accounts												
Departmental agencies (non-business entities)												
Current	491.8	446.3	466.4	487.1	-0.3%	28.3%	496.8	516.6	532.7	3.0%	42.3%	
Competition Commission	449.5	407.9	426.2	440.3	-0.7%	25.8%	453.0	471.1	485.7	3.3%	38.6%	
Competition Tribunal	42.3	38.4	40.2	46.8	3.4%	2.5%	43.8	45.6	47.0	0.1%	3.7%	
Public corporations and private enterprises												
Other transfers to public corporations												
Current	965.5	895.0	1 221.3	1 387.0	12.8%	66.9%	98.4	102.3	105.5	-57.6%	8.4%	
Industrial Development Corporation of South Africa Limited: Social employment fund	861.6	787.9	1 130.0	1 292.0	14.5%	60.9%	-	-	-	-100.0%	-	
Industrial Development Corporation of South Africa Limited: Tirisano Construction Fund Trust	64.4	68.3	53.8	56.2	-4.4%	3.6%	58.4	60.8	62.6	3.7%	5.0%	
Industrial Development Corporation of South Africa Limited: Downstream steel industry competitiveness fund	39.6	38.7	37.6	38.8	-0.6%	2.3%	39.9	41.5	42.8	3.3%	3.4%	
Non-profit institutions												
Current	1.7	1.7	-	1.7	-0.6%	0.1%	1.7	1.8	1.8	3.3%	0.1%	
Black Business Council	1.7	1.7	-	1.7	-0.6%	0.1%	1.7	1.8	1.8	3.3%	0.1%	

Personnel information

Table 39.21 Transformation and Competition personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026			Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)							
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate														
			2024/25			2025/26			2026/27		2027/28		2028/29				2025/26 - 2028/29	2026/27 - 2028/29					
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost						
Transformation and Competition			90	2		53	51.2	1.0	63	66.6	1.1	63	70.5	1.1	64	74.6	1.2	63	76.9	1.2	0.0%	100.0%	
Salary level																							
1 – 6	23	–	8	2.7	0.3	9	3.1	0.3	8	2.9	0.4	8	3.0	0.4	8	3.1	0.4	8	3.1	0.4	-3.9%	12.6%	
7 – 10	16	2	13	7.4	0.6	15	8.9	0.6	15	9.2	0.6	16	10.3	0.6	16	10.9	0.7	16	10.9	0.7	2.2%	24.8%	
11 – 12	22	–	14	15.2	1.1	14	16.7	1.2	14	17.4	1.2	14	18.2	1.3	14	19.1	1.4	14	19.1	1.4	–	22.1%	
13 – 16	29	–	18	25.8	1.4	25	37.9	1.5	26	41.0	1.6	26	43.0	1.7	25	43.8	1.8	25	43.8	1.8	–	40.5%	

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 9: Research

Programme purpose

Undertake economic research, contribute to the development of trade and industrial policies, and guide policy, legislative and strategy processes to facilitate inclusive growth.

Objectives

- Coordinate job drivers, sector or spatial projects and the implementation of the new growth path for job creation, inclusive growth, industrialisation and social inclusion by regularly reviewing systemic obstacles over the medium term.
- Increase employment at the sectoral and workplace levels by facilitating social dialogue and implementing social accords over the medium term.
- Support productivity, innovation and entrepreneurship by engaging in public policy forums over the medium term.
- Promote the development of evidence-based economic policy, industrial strategies and intervention measures by conducting in-depth research on an ongoing basis.

Subprogrammes

- *Economic Research and Policy Coordination* undertakes economic research, contributes to the development of policy options and guides policy through consultation with stakeholders.
- *Macroeconomic and Microeconomic Policy* evaluates and develops macroeconomic and microeconomic policy options to achieve inclusive growth and promote decent work outcomes, productivity, entrepreneurship and innovation.
- *Growth Path and Decent Work* develops and coordinates master plans and constituency-based interventions on behalf of business, labour and communities to support the creation of decent work, entrepreneurship and innovation.

Expenditure trends and estimates

Table 39.22 Research expenditure trends and estimates by subprogramme and economic classification

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

Personnel information

Table 39.23 Research personnel numbers and cost by salary level¹

Research Salary level	Number of posts estimated for 31 March 2026		Number and cost ² of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25			2025/26			2026/27		2027/28		2028/29				2025/26 - 2028/29	2026/27 - 2028/29	
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
7-10	49	3	34	31.1	0.9	46	44.5	1.0	47	47.3	1.0	46	49.3	1.1	45	50.9	1.1	-0.7%	100.0%
11-12	15	3	11	5.4	0.5	14	7.3	0.5	15	8.3	0.6	14	8.2	0.6	14	8.6	0.6	-0.0%	31.2%
13-16	12	-	9	9.3	1.0	14	15.1	1.1	14	15.8	1.1	14	16.7	1.2	13	16.5	1.3	-2.4%	29.7%
	22	-	14	16.4	1.2	18	22.1	1.2	18	23.2	1.3	18	24.5	1.4	18	25.8	1.4	-	39.1%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Entities

Companies and Intellectual Property Commission

Selected performance indicators

Table 39.24 Companies and Intellectual Property Commission performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective /Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of corporate education and awareness events conducted by the commission in collaboration with partners per year	Business regulations and reputation	An enabling environment for investment and improved competitiveness through structural reforms	72	40	40	40	40	40	40
Number of directors investigated for delinquency per year	Business regulations and reputation		6	6	6	4	4	4	4
Number of proactive investigations initiated and completed on noncompliance trends per year	Business regulations and reputation		-1	-1	-1	-1	20	20	20
Number of audit reports on the distribution of royalties per year	Innovation and creativity promotion		-1	-1	1	1	1	1	1
Number of intellectual property enforcement operations on counterfeit goods and illicit trade per year	Innovation and creativity promotion		-1	-1	-1	1	1	1	1

1. No historical data available.

Entity overview

The Companies and Intellectual Property Commission was established in terms of section 185 of the Companies Act (2008) to register companies, close corporations, cooperatives, trademarks, patents, designs and copyright, and enforce related rules and regulations.

Over the medium term, the commission will continue to focus on creating a reputable business environment by regulating companies' compliance with regulations and the intellectual property system. To this end, the commission plans to initiate 60 proactive investigations into noncompliance trends, conduct 12 delinquency investigations of directors and conduct 3 intellectual property enforcement operations targeting counterfeit goods. Education and awareness will be strengthened through a targeted 40 corporate events per year over the period ahead, complemented by audits on the distribution of royalties. Expenditure for these activities is projected to amount to R279.7 million over the medium term.

Expenditure is expected to increase at an average annual rate of 5.3 per cent, from R735.5 million in 2025/26 to R858.3 million in 2028/29, mainly due to implementation of the ICT projects. Compensation of employees accounts for an estimated 61.7 per cent (R1.5 billion) of total spending over the period ahead. The commission expects to generate 93.4 per cent (R2.4 billion) of its revenue over the next 3 years through fees charged for the registration of companies, cooperatives, trademarks, patents and copyrights. Total revenue is expected to decrease at an average annual rate of 0.4 per cent, from R872.8 million to R863.6 million, due to slow economic recovery, resulting in projected lower annual returns.

Programmes/Objectives/Activities**Table 39.25 Companies and Intellectual Property Commission expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27			2027/28
R million												
Administration	408.7	488.7	636.8	590.2	13.0%	79.6%	638.5	666.5	696.5	5.7%	81.1%	
Business regulations and reputation	81.7	68.3	89.5	81.8	–	12.0%	89.3	93.1	97.3	6.0%	11.3%	
Innovation and creativity promotion	54.5	45.6	59.2	63.5	5.2%	8.4%	59.3	61.8	64.5	0.5%	7.5%	
Total	544.9	602.7	785.6	735.5	10.5%	100.0%	787.1	821.3	858.3	5.3%	100.0%	

Statements of financial performance, cash flow and financial position**Table 39.26 Companies and Intellectual Property Commission statements of financial performance, cash flow and financial position**

Statement of financial performance

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27			2027/28
R million												
Revenue												
Non-tax revenue	676.3	764.8	759.0	872.8	8.9%	100.0%	809.7	840.7	863.6	-0.4%	100.0%	
Sale of goods and services other than capital assets	624.2	699.7	697.0	816.6	9.4%	92.3%	756.4	785.0	805.5	-0.5%	93.4%	
Other non-tax revenue	52.2	65.1	62.1	56.3	2.5%	7.7%	53.3	55.7	58.2	1.1%	6.6%	
Total revenue	676.3	764.8	759.0	872.8	8.9%	100.0%	809.7	840.7	863.6	-0.4%	100.0%	
Expenses												
Current expenses	544.9	602.7	785.6	735.5	10.5%	100.0%	787.1	821.3	858.3	5.3%	100.0%	
Compensation of employees	384.4	412.8	434.2	461.6	6.3%	63.4%	485.4	507.2	530.1	4.7%	61.7%	
Goods and services	138.2	163.3	316.6	236.5	19.6%	32.0%	273.7	286.1	299.0	8.1%	34.8%	
Depreciation	22.3	26.6	34.8	37.4	18.8%	4.5%	28.0	28.0	29.2	-7.8%	3.5%	
Total expenses	544.9	602.7	785.6	735.5	10.5%	100.0%	787.1	821.3	858.3	5.3%	100.0%	
Surplus/(Deficit)	131.5	162.1	(26.6)	137.3	1.4%		22.6	19.4	5.4	-66.0%		

Cash flow statement

Cash flow from operating activities	108.6	219.1	167.3	174.7	17.2%	100.0%	55.8	59.5	59.5	-30.2%	100.0%
Receipts											
Non-tax receipts	663.7	753.3	756.0	872.3	9.5%	98.8%	809.0	839.9	865.2	-0.3%	99.9%
Sales of goods and services other than capital assets	624.2	703.5	707.0	816.6	9.4%	92.5%	756.2	784.6	807.5	-0.4%	93.4%
Other tax receipts	39.5	49.8	49.0	55.7	12.1%	6.3%	52.8	55.2	57.7	1.2%	6.6%
Financial transactions in assets and liabilities	9.9	12.7	13.1	0.6	-61.6%	1.2%	0.4	0.5	0.5	-4.5%	0.1%
Total receipts	673.6	766.0	769.1	872.8	9.0%	100.0%	809.5	840.3	865.7	-0.3%	100.0%
Payment											
Current payments	565.0	546.9	601.8	698.1	7.3%	100.0%	753.7	780.9	806.2	4.9%	100.0%
Compensation of employees	375.9	402.7	432.2	461.6	7.1%	69.3%	465.7	480.6	493.5	2.2%	61.5%
Goods and services	189.0	144.3	169.7	236.5	7.8%	30.7%	288.0	300.2	312.8	9.8%	38.5%
Total payments	565.0	546.9	601.8	698.1	7.3%	100.0%	753.7	780.9	806.2	4.9%	100.0%
Net cash flow from investing activities	(16.3)	(84.9)	(28.0)	(15.8)	-1.0%	100.0%	(55.8)	(59.5)	(59.5)	55.6%	100.0%
Acquisition of property, plant, equipment and intangible assets	(5.6)	(57.6)	(16.6)	(8.2)	13.8%	60.7%	(34.4)	(35.5)	(35.5)	63.1%	60.4%
Acquisition of software and other intangible assets	(10.8)	(27.4)	(11.6)	(7.7)	-10.7%	39.7%	(21.5)	(24.0)	(24.0)	46.2%	39.8%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	0.1	0.3	0.1	7.2%	-0.4%	0.1	0.1	0.1	3.0%	-0.2%
Net cash flow from financing activities	(197.3)	(144.9)	(139.3)	–	-100.0%	100.0%	–	–	–	–	–
Other flows from financing activities	(197.3)	(144.9)	(139.3)	–	-100.0%	100.0%	–	–	–	–	–
Net increase/(decrease) in cash and cash equivalents	(105.0)	(10.8)	–	158.9	-214.8%	100.0%	(0.0)	0.0	0.0	-99.0%	100.0%

Table 39.26 Companies and Intellectual Property Commission statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2026/27	2027/28	2028/29		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets of which:	58.3	116.6	101.7	136.3	32.7%	13.2%	124.8	127.7	127.7	-2.2%	14.0%
Acquisition of assets	(5.6)	(57.6)	(16.6)	(8.2)	13.8%	100.0%	(34.4)	(35.5)	(35.5)	63.1%	100.0%
Receivables and prepayments	28.5	22.0	16.3	17.4	-15.1%	2.7%	25.9	27.1	27.1	15.9%	2.9%
Cash and cash equivalents	585.4	574.6	713.9	746.0	8.4%	84.0%	732.1	765.0	765.0	0.8%	83.1%
Total assets	672.1	713.2	831.9	899.7	10.2%	100.0%	882.8	919.8	919.8	0.7%	100.0%
Accumulated surplus/(deficit)	448.9	466.1	330.8	493.6	3.2%	55.8%	525.9	561.9	559.4	4.3%	60.5%
Trade and other payables	21.9	32.8	33.1	30.5	11.7%	3.8%	31.8	30.4	30.4	-0.2%	3.4%
Provisions	70.4	77.8	320.5	322.7	66.1%	25.4%	325.1	327.5	330.1	0.8%	36.1%
Derivatives financial instruments	130.9	136.4	147.5	52.9	-26.1%	15.0%	-	-	-	-100.0%	-
Total equity and liabilities	672.1	713.2	831.9	899.7	10.2%	100.0%	882.8	919.8	919.8	0.7%	100.0%

Personnel information

Table 39.27 Companies and Intellectual Property Commission personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)						
Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate			Medium-term expenditure estimate												
		2024/25		2025/26			2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29					
Companies and Intellectual Property Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	457	457	457	434.2	1.0	457	461.6	1.0	457	485.4	1.1	457	507.2	1.1	457	530.1	1.2	-	100.0%
7 - 10	298	298	298	221.6	0.7	298	239.6	0.8	298	252.5	0.8	298	268.9	0.9	298	281.1	0.9	-	65.2%
11 - 12	100	100	100	113.8	1.1	100	117.9	1.2	100	126.3	1.3	100	128.9	1.3	100	133.6	1.3	-	21.9%
13 - 16	57	57	57	93.2	1.6	57	98.3	1.7	57	100.6	1.8	57	103.1	1.8	57	108.8	1.9	-	12.5%
17 - 22	2	2	2	5.6	2.8	2	5.8	2.9	2	6.1	3.0	2	6.3	3.2	2	6.6	3.3	-	0.4%

1. Rand million.

Companies Tribunal

Selected performance indicators

Table 39.28 Companies Tribunal performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/ Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of decisions and orders issued on opposed applications within 30 working days from the last set-down or final submission by parties, whichever is applicable, per year ¹	Adjudicate and resolve disputes in a credible and just manner	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	100% (17)	100% (19)	90% (18/20)	95%	95%	95%	95%
Percentage of decisions and orders issued on unopposed applications within 20 working days from the last date of submission by parties per year ¹	Adjudicate and resolve disputes in a credible and just manner		89.6% (129/144)	89.8% (185/206)	95% (232/242)	95%	95%	95%	95%
Percentage of cases finalised in terms of alternative dispute resolution within 20 working days after the date of final submission by parties, whichever is applicable per year ¹	Adjudicate and resolve disputes in a credible and just manner		100% (9)	100% (7)	100% (9)	95%	95%	95%	95%

1. To improve efficiency, the tribunal has reduced its planned turnaround time. The targets do not change.

Entity overview

The Companies Tribunal was established in 2011 as a juristic person in terms of the Companies Act (2008) and became operational in 2012. It is mandated to mediate and adjudicate disputes between companies and make orders in a manner that is simple, ethical, efficient, equitable, transparent, accountable and impartial, without fear, favour or prejudice.

Over the period ahead, the tribunal will continue to contribute to the creation of a just, fair and ethical regulatory business environment by facilitating the resolution of company disputes through mediation, conciliation and arbitration. To achieve this, the tribunal aims to increase applicants' uptake of the case management system while issuing 95 per cent of decisions and orders within prescribed timeframes at a projected cost of R15 million over the medium term. This will support the tribunal in its efforts to improve efficiency by reducing the number of days allocated to finalise opposed matters by 25 per cent.

Expenditure is projected to increase at an average annual rate of 4.2 per cent, from R35.8 million in 2025/26 to R40.5 million in 2028/29. Spending on compensation of employees accounts for an estimated 61.4 per cent (R71.8 million) of the tribunal's budget over the period ahead. The tribunal expects to derive 88.1 per cent (R103 million) of its revenue over the medium term through departmental transfers and generate the remainder through interest. Revenue is expected to increase in line with expenditure.

Programmes/Objectives/Activities

Table 39.29 Companies Tribunal expenditure trends and estimates by programme/objective/activity

	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
R million												
Administration	21.5	29.0	28.0	31.5	13.5%	86.9%	32.6	34.0	35.2	3.9%	87.1%	
Adjudicate and resolve disputes in a credible and just manner	3.5	3.8	5.0	4.4	8.3%	13.1%	4.7	5.0	5.3	6.4%	12.9%	
Total	25.0	32.8	33.0	35.8	12.8%	100.0%	37.4	39.1	40.5	4.2%	100.0%	

Statements of financial performance, cash flow and financial position

Table 39.30 Companies Tribunal statements of financial performance, cash flow and financial position

Statement of financial performance												
	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
R million												
Revenue												
Non-tax revenue	2.8	3.8	3.5	4.0	13.3%	11.1%	4.3	4.6	5.0	7.8%	11.9%	
Other non-tax revenue	2.8	3.8	3.5	4.0	13.3%	11.1%	4.3	4.6	5.0	7.8%	11.9%	
Transfers received	24.5	28.2	29.5	31.8	9.1%	88.9%	33.1	34.4	35.5	3.7%	88.1%	
Total revenue	27.3	32.1	33.0	35.8	9.5%	100.0%	37.4	39.1	40.5	4.2%	100.0%	
Expenses												
Current expenses	25.0	32.8	33.0	35.8	12.8%	100.0%	37.4	39.1	40.5	4.2%	100.0%	
Compensation of employees	14.9	18.3	18.5	21.6	13.0%	57.8%	23.0	23.9	24.9	4.9%	61.4%	
Goods and services	9.9	14.4	14.5	14.0	12.5%	41.7%	14.1	14.8	15.3	3.0%	37.8%	
Depreciation	0.2	0.1	0.0	0.3	10.6%	0.5%	0.3	0.3	0.3	6.7%	0.8%	
Total expenses	25.0	32.8	33.0	35.8	12.8%	100.0%	37.4	39.1	40.5	4.2%	100.0%	
Surplus/(Deficit)	2.3	(0.8)	-	-	-100.0%		-	-	-			

Table 39.30 Companies Tribunal statements of financial performance, cash flow and financial position (continued)

Cash flow statement		Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
		2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million						2022/23 - 2025/26				2025/26 - 2028/29	2026/27 - 2028/29	
Cash flow from operating activities		1.3	2.7	(3.6)	0.2	-49.9%	100.0%	0.2	0.1	1.2	96.7%	100.0%
Receipts												
Non-tax receipts		0.5	1.4	0.8	0.7	14.1%	2.9%	0.7	0.8	1.0	10.8%	2.4%
Other tax receipts		0.5	1.4	0.8	0.7	14.1%	2.9%	0.7	0.8	1.0	10.8%	2.4%
Transfers received		24.5	28.2	29.5	31.8	9.1%	97.1%	33.1	34.4	35.5	3.7%	97.6%
Financial transactions in assets and liabilities		-	-	0.0	-	-	-	-	-	-	-	-
Total receipts		25.0	29.6	30.3	32.5	9.2%	100.0%	33.8	35.2	36.4	3.9%	100.0%
Payment												
Current payments		23.8	26.9	33.9	32.4	10.9%	100.0%	33.7	35.0	35.2	2.9%	100.0%
Compensation of employees		16.1	16.0	20.1	20.8	8.8%	62.5%	22.2	23.2	24.4	5.4%	67.1%
Goods and services		7.6	10.9	13.8	11.6	15.0%	37.5%	11.5	11.8	10.9	-2.0%	32.9%
Total payments		23.8	26.9	33.9	32.4	10.9%	100.0%	33.7	35.0	35.2	2.9%	100.0%
Net cash flow from investing activities		(0.0)	(0.1)	(0.7)	(0.2)	159.9%	100.0%	(0.2)	(0.2)	(1.2)	96.6%	100.0%
Acquisition of property, plant, equipment and intangible assets		(0.1)	(0.2)	(0.7)	(0.2)	43.9%	107.2%	(0.2)	(0.2)	(1.2)	96.6%	100.0%
Proceeds from the sale of property, plant, equipment and intangible assets		0.0	0.0	-	-	-100.0%	-7.2%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents		1.2	2.6	(4.3)	(0.0)	-106.0%	100.0%	0.0	(0.0)	(0.0)	-10.9%	100.0%
Statement of financial position												
Carrying value of assets		2.0	2.0	2.5	1.4	-12.1%	27.4%	1.4	1.4	1.6	4.3%	85.8%
of which:												
Acquisition of assets		(0.1)	(0.2)	(0.7)	(0.2)	43.9%	100.0%	(0.2)	(0.2)	(1.2)	96.6%	100.0%
Inventory		0.0	0.0	0.1	-	-100.0%	0.6%	-	-	-	-	-
Receivables and prepayments		0.5	0.4	0.8	0.2	-21.4%	6.5%	0.2	0.2	0.3	3.0%	14.2%
Cash and cash equivalents		6.0	8.6	4.3	-	-100.0%	65.5%	-	-	-	-	-
Total assets		8.5	11.0	7.6	1.6	-42.8%	100.0%	1.7	1.7	1.8	4.1%	100.0%
Accumulated surplus/(deficit)		6.1	5.3	5.3	-	-100.0%	58.1%	-	-	-	-	-
Trade and other payables		2.5	5.7	1.7	0.9	-29.9%	37.4%	0.9	0.9	1.3	13.5%	59.1%
Provisions		-	-	0.6	0.7	-	4.5%	0.8	0.8	0.6	-9.5%	40.9%
Total equity and liabilities		8.5	11.0	7.6	1.6	-42.8%	100.0%	1.7	1.7	1.8	4.1%	100.0%

Personnel information

Table 39.31 Companies Tribunal personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)		
		Actual			Revised estimate			Medium-term expenditure estimate												
Number of funded posts	Number of approved establishment posts	2024/25			2025/26			2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29					
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			Number	Cost	Unit cost		
Companies Tribunal		23	23	15	18.5	1.2	23	21.6	0.9	24	23.0	1.0	24	23.9	1.0	24	24.9	1.0	1.4%	100.0%
Salary level																				
1 – 6	8	8	1	2.0	2.0	8	3.3	0.4	8	3.3	0.4	8	3.4	0.4	8	3.4	0.4	-	33.3%	
7 – 10	7	7	6	5.9	1.0	7	4.9	0.7	8	6.3	0.8	8	6.5	0.8	8	6.8	0.9	4.6%	33.3%	
11 – 12	2	2	2	2.1	1.1	2	2.6	1.3	2	2.6	1.3	2	2.7	1.3	2	2.8	1.4	-	8.3%	
13 – 16	6	6	6	8.5	1.4	6	10.8	1.8	6	10.8	1.8	6	11.3	1.9	6	11.9	2.0	-	25.0%	

1. Rand million.

Competition Commission

Selected performance indicators

Table 39.32 Competition Commission performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Average turnaround time for phase 1 merger investigations per year	Mergers and acquisitions	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	16 days	12 days	20 days	20 days	20 days	20 days	20 days
Average turnaround time for phase 2 merger investigations per year	Mergers and acquisitions		45 days	41 days	45 days	45 days	45 days	45 days	45 days
Average turnaround time for phase 3 intermediate merger investigations per year	Mergers and acquisitions		58 days	56 days	60 days	60 days	60 days	60 days	60 days
Average turnaround time for 90% of phase 3's large merger investigations per year	Mergers and acquisitions		90 days	99 days	120 days	120 days	120 days	120 days	120 days
Number of abuse of dominance and restrictive cases initiated in prioritised sectors in line with amendments to the Competition Act (1998) per year	Market conduct		17	12	3	5	6	6	6
Number of market inquiries initiated per year	Digital market inquiry		2	2	1	1	3	3	3
Number of market inquiries completed within 18 months per year	Digital market inquiry		-1	1	2	2	3	3	3
Number of cartel investigations completed within 24 months per year	Cartel		10	28	10	10	10	10	10
Percentage of merger decisions upheld by the Competition Tribunal and/or courts per year	Legal services		100% (3)	100% (8)	100% (5)	80%	80%	80%	80%
Percentage of cartel cases won at the Competition Tribunal and the courts per year	Legal services		100% (12)	100% (18)	100% (14)	85%	85%	85%	85%

1. No historical data available.

Entity overview

The Competition Commission is a statutory body established in terms of the Competition Act (1998), as amended, to regulate competition between companies in the market. The commission is empowered to review mergers and acquisitions; investigate and evaluate restrictive vertical and horizontal business practices, including cartels and abuse of dominant position; review and evaluate exemption applications; and initiate and conduct market inquiries.

The commission will continue to enforce competition laws over the medium term by investigating and addressing restrictive business practices to strengthen competition regulation. To achieve this, over the period ahead, it plans to initiate 9 market inquiries in priority sectors, complete 30 cartel investigations, and initiate 18 abuse of dominance and restrictive practice cases. An amount of R160.4 million over the MTEF period is allocated to conduct market inquiry work, including digital market investigations; R251.3 million will support the completion of cartel investigations; and R138 million is allocated to support analytical and investigative work related to abuse of dominance cases, with litigation supported through the legal services function.

Expenditure is expected to increase at an average annual rate of 2.2 per cent, from R560.6 million in 2025/26 to R598.3 million in 2028/29. Compensation of employees accounts for an estimated 66.9 per cent (R1.2 billion) of the commission's budget over the period ahead, increasing at an average annual rate of 4.9 per cent, from R349.1 million in 2025/26 to R403.3 million in 2028/29. The commission is set to derive 81.8 per cent (R1.4 billion) of its revenue over the medium term through transfers from the department and the remainder through fees for filing applications for mergers and acquisitions.

Programmes/Objectives/Activities

Table 39.33 Competition Commission expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million										2025/26 - 2028/29	2026/27 - 2028/29
Administration	196.9	225.7	221.3	185.9	-1.9%	40.4%	183.8	191.5	199.1	2.3%	33.3%
Mergers and acquisitions	30.8	35.5	35.1	41.5	10.4%	7.0%	43.0	44.7	46.4	3.8%	7.8%
Market conduct	34.7	36.4	41.7	48.7	12.0%	7.9%	51.1	53.4	55.9	4.7%	9.3%
Cartel	102.2	91.5	98.7	87.2	-5.2%	18.5%	80.5	83.8	87.0	-0.1%	14.6%
Economic research bureau	26.6	29.0	36.4	41.9	16.4%	6.5%	43.9	46.0	48.1	4.7%	8.0%
Legal services	28.1	31.5	57.8	88.1	46.3%	10.0%	81.4	84.6	87.7	-0.1%	14.7%
Advocacy and stakeholder relations	24.9	26.7	30.8	32.3	9.0%	5.6%	33.9	35.4	37.1	4.7%	6.2%
Digital market inquiry	15.2	15.3	13.7	32.3	28.4%	3.7%	33.8	35.3	36.9	4.6%	6.2%
Fresh produce market inquiry	0.2	2.3	2.3	2.7	124.9%	0.4%	-	-	-	-100.0%	-
Total	459.8	493.8	537.7	560.6	6.8%	100.0%	551.3	574.8	598.3	2.2%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.34 Competition Commission statements of financial performance, cash flow and financial position

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million										2025/26 - 2028/29	2026/27 - 2028/29
Revenue											
Non-tax revenue	92.2	105.4	92.5	90.5	-0.6%	18.1%	98.3	103.7	112.6	7.5%	18.2%
Sale of goods and services other than capital assets	65.3	59.8	72.1	71.8	3.2%	12.8%	79.0	83.8	92.1	8.7%	14.8%
Other non-tax revenue	26.8	45.6	20.5	18.7	-11.4%	5.3%	19.3	19.9	20.4	3.1%	3.5%
Transfers received	449.5	407.9	426.2	440.3	-0.7%	81.9%	453.0	471.1	485.7	3.3%	81.8%
Total revenue	541.7	513.3	518.7	530.8	-0.7%	100.0%	551.3	574.8	598.3	4.1%	100.0%
Expenses											
Current expenses	459.8	493.8	537.7	560.6	6.8%	100.0%	551.3	574.8	598.3	2.2%	100.0%
Compensation of employees	297.5	308.8	338.1	349.1	5.5%	63.0%	366.5	384.1	403.3	4.9%	66.9%
Goods and services	157.7	180.6	193.3	204.5	9.0%	35.9%	177.5	183.1	187.3	-2.9%	31.8%
Depreciation	4.6	4.4	6.3	7.0	15.4%	1.1%	7.2	7.5	7.7	3.1%	1.3%
Total expenses	459.8	493.8	537.7	560.6	6.8%	100.0%	551.3	574.8	598.3	2.2%	100.0%
Surplus/(Deficit)	81.9	19.5	(19.0)	(29.8)	-171.4%		-	-	-	-100.0%	
Cash flow statement											
Cash flow from operating activities	(7.6)	(53.7)	(16.8)	(18.8)	35.1%	100.0%	52.7	48.8	(29.8)	16.6%	100.0%
Receipts											
Non-tax receipts	90.8	103.9	90.5	90.5	-0.1%	17.9%	94.7	92.5	96.1	2.0%	16.7%
Sales of goods and services other than capital assets	65.3	59.8	72.0	71.8	3.2%	12.8%	75.5	75.0	77.8	2.7%	13.5%
Other tax receipts	25.5	44.1	18.5	18.7	-9.9%	5.1%	19.2	17.5	18.3	-0.7%	3.2%
Transfers received	449.5	407.9	426.2	440.3	-0.7%	82.0%	453.0	471.1	485.7	3.3%	83.3%
Financial transactions in assets and liabilities	1.6	1.5	0.7	-	-100.0%	0.2%	-	-	-	-	-
Total receipts	541.9	513.4	517.4	530.8	-0.7%	100.0%	547.7	563.6	581.8	3.1%	100.0%
Payment											
Current payments	549.5	567.1	534.2	549.6	-	100.0%	495.0	514.8	611.6	3.6%	100.0%
Compensation of employees	303.7	317.5	322.2	352.5	5.1%	58.9%	349.2	363.2	384.0	2.9%	67.6%
Goods and services	245.7	249.6	212.0	197.1	-7.1%	41.1%	145.8	151.6	227.6	4.9%	32.4%
Interest and rent on land	0.1	0.0	-	-	-100.0%	-	-	-	-	-	-
Total payments	549.5	567.1	534.2	549.6	-	100.0%	495.0	514.8	611.6	3.6%	100.0%
Net cash flow from investing activities	(9.7)	(2.6)	(14.2)	(8.5)	-4.2%	100.0%	(22.7)	(23.6)	-	-100.0%	100.0%
Acquisition of property, plant, equipment and intangible assets	(6.7)	(2.6)	(14.2)	(8.5)	8.2%	91.6%	(1.1)	(1.2)	-	-100.0%	4.9%
Acquisition of software and other intangible assets	(2.9)	-	-	-	-100.0%	8.4%	(21.6)	(22.5)	-	-	95.1%
Net cash flow from financing activities	9.6	10.0	-	-	-100.0%	100.0%	-	-	-	-	-
Repayment of finance leases	9.6	10.0	-	-	-100.0%	100.0%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	(7.7)	(46.4)	(31.0)	(27.3)	52.3%	100.0%	30.0	25.1	(29.8)	3.0%	100.0%

Table 39.34 Competition Commission statements of financial performance, cash flow and financial position (continued)

Statement of financial position		Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
		2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million												
Carrying value of assets		20.3	18.4	28.4	29.7	13.5%	10.7%	31.1	25.0	25.0	-5.6%	16.6%
of which:												
Acquisition of assets		(6.7)	(2.6)	(14.2)	(8.5)	8.2%	100.0%	(1.1)	(1.2)	–	-100.0%	100.0%
Investments		12.0	16.0	15.8	16.5	11.3%	6.7%	17.3	1.0	1.0	-60.7%	4.0%
Inventory		1.1	0.5	1.4	1.5	11.8%	0.5%	1.6	0.9	0.9	-15.5%	0.7%
Accrued investment interest		–	–	0.6	0.7	–	0.1%	0.7	0.7	0.7	-1.2%	0.4%
Receivables and prepayments		3.2	4.6	3.0	3.1	-0.5%	1.5%	3.3	3.8	3.8	6.9%	2.2%
Cash and cash equivalents		264.1	217.8	121.0	126.4	-21.8%	80.5%	70.9	150.0	150.0	5.9%	76.1%
Total assets		300.6	257.3	170.3	177.9	-16.0%	100.0%	124.8	181.4	181.4	0.6%	100.0%
Accumulated surplus/(deficit)		213.7	156.3	56.1	58.6	-35.0%	53.5%	–	–	–	-100.0%	–
Capital and reserves		–	–	32.1	33.5	–	7.2%	35.1	114.4	114.4	50.5%	54.1%
Borrowings		–	–	–	–	–	–	–	–	1.0	–	0.2%
Finance lease		0.2	–	2.3	2.4	138.3%	0.5%	2.5	2.0	1.5	-14.8%	1.2%
Trade and other payables		34.1	45.6	28.9	30.2	-4.0%	15.3%	31.6	25.0	64.0	28.4%	24.7%
Provisions		40.7	39.5	35.1	36.6	-3.4%	16.8%	38.3	39.0	–	-100.0%	15.9%
Derivatives financial instruments		12.0	16.0	15.8	16.5	11.3%	6.7%	17.3	1.0	0.5	-68.8%	3.9%
Total equity and liabilities		300.6	257.3	170.3	177.9	-16.0%	100.0%	124.8	181.4	181.4	0.6%	100.0%

Personnel information

Table 39.35 Competition Commission personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)						
Number of approved funded posts	Number of posts on establishment	Actual		Revised estimate			Medium-term expenditure estimate												
		2024/25		2025/26			2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29					
Competition Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	263	263	263	338.1	1.3	277	349.1	1.3	290	366.5	1.3	292	384.1	1.3	302	403.3	1.3	2.9%	100.0%
11 – 12	17	17	17	4.8	0.3	23	7.0	0.3	23	7.0	0.3	23	7.2	0.3	23	7.3	0.3	–	7.8%
13 – 16	243	243	243	326.3	1.3	250	332.0	1.3	263	348.4	1.3	265	364.4	1.4	275	383.3	1.4	3.2%	90.8%
17 – 22	3	3	3	7.1	2.4	4	10.1	2.5	4	11.1	2.8	4	12.5	3.1	4	12.7	3.2	–	1.4%

1. Rand million.

Competition Tribunal

Selected performance indicators

Table 39.36 Competition Tribunal performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of mergers scheduled for a hearing or pre-hearing within 10 business days of filing per year	Sound, responsive and reliable adjudication	Increased employment and work opportunities	90.1% (91/101)	93.5% (86/92)	98% (101/103)	92%	92%	92%	92%
Percentage of merger orders issued to parties within 10 business days of the last hearing date per year	Sound, responsive and reliable adjudication		100% (99)	100% (89)	100% (103)	100%	100%	100%	100%
Percentage of reasons for mergers issued to parties within 20 business days of the order being issued per year	Sound, responsive and reliable adjudication		88% (76/86)	80.6% (75/93)	91% (92/101)	80%	80%	80%	80%

Table 39.36 Competition Tribunal performance indicators by programme/objective/activity and related outcome (continued)

Indicator	Programme/Objective/ Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of orders for consent orders and settlement agreements issued to parties within 10 business days of the last hearing date per year	Sound, responsive and reliable adjudication	Increased employment and work opportunities	100% (15)	100% (23)	94% (16/17)	70%	70%	70%	70%
Percentage of procedural matter orders issued to parties within 45 business days of the last hearing date per year	Sound, responsive and reliable adjudication		57% (27/47)	40% (20/50)	87% (20/23)	65%	65%	65%	65%
Percentage of reasons in interim relief matters issued to parties within 30 business days of the last hearing date per year	Sound, responsive and reliable adjudication		–1	33.3% (1/3)	0 (0/5) ²	70%	70%	70%	70%

1. No historical data available.

2. No relief issued due to hearing dates set outside the period under review.

Entity overview

The Competition Tribunal was established in terms of the Competition Act (1998) to promote and maintain competition in South Africa to, among other things, promote employment and advance social and economic welfare. It adjudicates matters pertaining to mergers and restrictive practices (cartels and the abuse of dominant positions). The tribunal's work supports national and departmental priorities aligned with economic transformation, job creation and the facilitation of a capable, ethical and developmental state.

The tribunal will prioritise strengthening its internal capacity over the medium term to ensure the effective, timely and consistent adjudication of cases. To support this, spending in the sound, responsive and reliable adjudication programme is projected to account for 54.1 per cent (R114.5 million) of total expenditure over the MTEF period, reflecting the tribunal's continued focus on its core mandate.

Total spending is projected to increase at an average annual rate of 0.1 per cent, from R72 million in 2025/26 to R72.1 million in 2028/29, due to a one-off payment for computer hardware in 2025/26. Spending on compensation of employees accounts for an estimated 70.7 per cent (R149.7 million) of the tribunal's budget over the period ahead. The tribunal is set to derive 64.4 per cent (R136.4 million) of its revenue over the medium term through transfers from the department and the remainder through a portion of fees for merger filings (filing fees are split between the commission and tribunal). Revenue is expected to increase in line with expenditure over the period ahead.

Programmes/Objectives/Activities

Table 39.37 Competition Tribunal expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average: Expenditure/ Total (%)		Medium-term expenditure estimate			Average: Expenditure/ Total (%)	
	2022/23	2023/24	2024/25		2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million											
Administration	14.6	16.2	11.5	17.0	5.2%	22.5%	14.2	13.7	12.6	-9.6%	19.1%
Sound, responsive and reliable adjudication	32.0	32.4	33.2	37.5	5.5%	51.3%	36.6	38.1	39.8	2.0%	54.1%
Effective communication and information sharing	1.4	1.4	1.7	1.5	1.2%	2.3%	1.5	1.6	1.7	4.3%	2.3%
Transformation, capacity development, retention and training	1.8	3.3	3.4	2.3	8.2%	4.1%	2.4	2.5	2.6	4.3%	3.6%
Competition appeal court	0.1	0.4	0.2	0.2	6.6%	0.3%	0.2	0.2	0.2	5.3%	0.3%
Sound governance	3.5	4.5	4.8	4.9	12.3%	6.7%	5.1	5.3	5.6	4.3%	7.6%
Effective records management	3.4	4.2	3.7	4.6	10.7%	6.0%	4.8	5.0	5.2	4.3%	7.1%
Effective financial management	4.3	3.6	5.7	3.9	-2.9%	6.7%	4.1	4.3	4.5	4.3%	6.1%
Total	61.2	66.0	64.2	72.0	5.6%	100.0%	69.0	70.7	72.1	0.1%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.38 Competition Tribunal statements of financial performance, cash flow and financial position

Statement of financial performance				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Revenue											
Non-tax revenue	20.4	18.3	18.7	25.2	7.3%	33.0%	25.2	25.2	25.2	-	35.6%
Sale of goods and services other than capital assets	18.5	15.5	18.3	23.2	7.8%	30.1%	23.2	23.2	23.2	-	32.8%
Other non-tax revenue	1.9	2.8	0.4	2.0	2.0%	2.9%	2.0	2.0	2.0	-	2.8%
Transfers received	42.3	38.4	40.2	46.8	3.4%	67.0%	43.8	45.6	47.0	0.1%	64.4%
Total revenue	62.6	56.7	58.8	72.0	4.7%	100.0%	69.0	70.7	72.1	0.1%	100.0%
Expenses											
Current expenses	61.2	66.0	64.2	72.0	5.6%	100.0%	69.0	70.7	72.1	0.1%	100.0%
Compensation of employees	37.8	41.1	42.0	49.2	9.2%	64.6%	48.6	50.3	50.8	1.1%	70.7%
Goods and services	22.4	23.9	21.2	21.6	-1.1%	33.8%	19.2	19.2	20.1	-2.5%	27.6%
Depreciation	0.9	0.9	1.0	1.0	4.3%	1.5%	1.1	1.1	1.2	4.3%	1.6%
Interest, dividends and rent on land	0.0	0.0	0.0	0.1	4.0%	0.1%	0.1	0.1	0.1	5.3%	0.1%
Total expenses	61.2	66.0	64.2	72.0	5.6%	100.0%	69.0	70.7	72.1	0.1%	100.0%
Surplus/(Deficit)	1.5	(9.3)	(5.4)	-	-100.0%	-	-	-	-	-	-
Cash flow statement											
Cash flow from operating activities	3.4	(6.7)	(4.1)	11.7	50.5%	100.0%	0.9	12.1	12.0	1.0%	100.0%
Receipts											
Non-tax receipts	18.8	19.1	19.1	24.2	8.8%	32.6%	25.2	26.2	27.4	4.3%	36.6%
Sales of goods and services other than capital assets	16.9	16.5	18.7	23.2	11.1%	30.2%	24.2	25.2	26.3	4.3%	35.2%
Other tax receipts	1.9	2.6	0.4	1.0	-18.8%	2.4%	1.0	1.0	1.1	2.8%	1.5%
Transfers received	42.3	38.4	40.2	46.8	3.4%	67.3%	43.8	45.6	47.0	0.1%	63.4%
Financial transactions in assets and liabilities	-	0.2	-	-	-	0.1%	-	-	-	-	-
Total receipts	61.0	57.7	59.3	71.0	5.1%	100.0%	69.0	71.8	74.4	1.6%	100.0%
Payment											
Current payments	57.6	64.5	63.4	59.3	1.0%	100.0%	68.1	59.7	62.4	1.7%	100.0%
Compensation of employees	34.2	43.7	42.6	39.4	4.8%	65.3%	43.5	45.3	47.3	6.3%	71.6%
Goods and services	23.4	20.8	20.7	19.8	-5.4%	34.6%	24.5	14.3	15.0	-8.9%	28.3%
Interest and rent on land	0.0	0.0	0.0	0.1	47.2%	-	0.1	0.1	0.1	4.3%	0.1%
Total payments	57.6	64.5	63.4	59.3	1.0%	100.0%	68.1	59.7	62.4	1.7%	100.0%
Net cash flow from investing activities	(0.8)	(1.9)	(2.2)	(0.2)	-33.1%	100.0%	(0.2)	(1.7)	(1.8)	100.3%	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.8)	(0.9)	(0.8)	(0.2)	-39.5%	51.3%	(0.2)	(1.7)	(1.8)	119.0%	95.3%
Acquisition of software and other intangible assets	-	(1.0)	(1.4)	(0.1)	-	48.7%	(0.1)	(0.1)	(0.1)	1.3%	4.7%
Net cash flow from financing activities	(0.1)	(0.1)	(0.2)	(7.2)	319.2%	100.0%	(0.9)	(0.9)	(1.0)	-49.1%	100.0%
Repayment of finance leases	(0.1)	(0.1)	(0.2)	(0.1)	-9.8%	6.0%	(0.1)	(0.1)	(0.1)	1.5%	7.9%
Other flows from financing activities	-	-	-	(7.1)	-	94.0%	(0.8)	(0.8)	(0.9)	-50.3%	92.1%
Net increase/(decrease) in cash and cash equivalents	2.6	(8.8)	(6.5)	4.2	18.0%	100.0%	(0.2)	9.4	9.2	29.9%	100.0%
Statement of financial position											
Carrying value of assets	2.9	4.7	5.9	2.3	-7.2%	21.2%	2.2	2.3	2.4	1.2%	27.8%
<i>of which:</i>											
Acquisition of assets	(0.8)	(0.9)	(0.8)	(0.2)	-39.5%	100.0%	(0.2)	(1.7)	(1.8)	119.0%	100.0%
Inventory	0.0	0.0	0.1	0.1	43.3%	0.2%	0.1	0.1	0.1	2.8%	0.9%
Receivables and prepayments	3.2	2.9	2.0	5.3	18.7%	18.0%	5.4	5.6	5.8	3.3%	68.0%
Cash and cash equivalents	23.0	14.2	7.7	0.3	-77.5%	60.6%	0.3	0.3	0.3	2.8%	3.3%
Total assets	29.0	21.8	15.7	7.9	-35.1%	100.0%	7.9	8.2	8.6	2.6%	100.0%
Accumulated surplus/(deficit)	23.2	13.9	8.6	4.3	-43.1%	67.1%	4.3	4.4	4.7	2.8%	54.2%
Finance lease	0.4	0.2	0.1	0.1	-27.1%	1.1%	0.1	0.1	0.1	-1.4%	1.6%
Trade and other payables	0.4	2.0	2.3	2.7	92.4%	9.9%	3.4	3.5	3.7	11.5%	43.1%
Provisions	5.1	5.6	4.7	0.8	-45.1%	21.9%	-	-	-	-100.0%	-
Derivatives financial instruments	-	-	-	-	-	-	0.1	0.1	0.1	-	1.1%
Total equity and liabilities	29.0	21.8	15.7	7.9	-35.1%	100.0%	7.9	8.2	8.6	2.6%	100.0%

Personnel information

Table 39.39 Competition Tribunal personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)	
Number of funded posts	Number of approved establishment posts	Actual			Revised estimate			Medium-term expenditure estimate											
		2024/25			2025/26			2026/27			2027/28			2028/29			2025/26 - 2028/29	2026/27 - 2028/29	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Competition Tribunal	36	36	35	42.0	1.2	36	49.2	1.4	36	48.6	1.4	36	50.3	1.4	36	50.8	1.4	-	100.0%
Salary level																			
1 – 6	1	1	1	0.5	0.5	1	0.5	0.5	1	0.5	0.5	1	0.6	0.6	1	0.6	0.6	-	2.8%
7 – 10	21	21	20	14.1	0.7	21	19.4	0.9	21	20.2	1.0	21	21.1	1.0	21	20.6	1.0	-	58.3%
11 – 12	4	4	4	4.5	1.1	4	4.6	1.1	4	4.8	1.2	4	5.0	1.2	4	5.1	1.3	-	11.1%
13 – 16	7	7	7	6.7	1.0	7	14.9	2.1	7	12.8	1.8	7	13.1	1.9	7	13.6	1.9	-	19.4%
17 – 22	3	3	3	16.2	5.4	3	9.9	3.3	3	10.3	3.4	3	10.6	3.5	3	11.0	3.7	-	8.3%

1. Rand million.

Export Credit Insurance Corporation

Selected performance indicators

Table 39.40 Export Credit Insurance Corporation performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Value of exports and cross-border investments (gross written premium) facilitated per year	Contribute to trade facilitation	Increased trade and investment	R150m	R338m	R32m	R400m	R400m	R400m	R400m

Entity overview

The Export Credit Insurance Corporation was established in terms of the Export Credit and Foreign Investments Insurance Act (1957), as amended. It is mandated to provide political and commercial risk insurance on behalf of government for the facilitation of export trade and cross-border investments. By providing comprehensive export credit and investment insurance solutions to South African exporters doing business in risky sectors or countries, the corporation contributes to the expansion of exports, economic growth and job creation.

Over the medium term, the corporation will focus on attracting business from new and existing customers to facilitate more exports and cross-border investments. It expects to do this by absorbing political and commercial risks, and protecting financial institutions and exporters through its insurance products. The corporation plans to write a gross written premium value of R400 million per year over the period ahead while unlocking access to capital and finance outside of the state through the establishment of a South African export-import bank.

Expenditure is expected to increase at an average annual rate of 5.5 per cent, from R517.4 million in 2025/26 to R606.8 million in 2028/29, with spending on goods and services accounting for an estimated 30.6 per cent (R465 million) of the corporation's budget over the MTEF period. Revenue is expected to increase at an average annual rate of 2.1 per cent, from R1.2 billion in 2025/26 to R1.3 billion in 2028/29, mainly because of an anticipated increase in insurance revenue and investment income over the medium term as these are dependent on the size of the projects underwritten and market movements.

Programmes/Objectives/Activities**Table 39.41 Export Credit Insurance Corporation expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Administration	611.6	193.2	221.2	84.2	-48.4%	20.8%	120.4	195.4	196.9	32.8%	33.7%
Improve business processes and systems	12.5	8.2	13.0	15.8	8.0%	0.9%	25.1	23.0	27.2	20.0%	5.0%
Contribute to trade facilitation	23.5	14.9	19.9	34.4	13.5%	1.7%	35.7	37.2	38.1	3.5%	7.3%
Improve employee value proposition	3.2	–	–	–	-100.0%	0.1%	–	–	–	–	–
Stakeholder and customer management	24.4	11.7	19.9	30.4	7.7%	1.6%	29.4	31.5	32.0	1.7%	6.1%
Establishment of a South African export-import bank	–	–	–	2.5	–	–	2.6	2.0	2.0	-7.6%	0.4%
Enhance corporate governance	19.9	13.9	18.3	26.3	9.7%	1.5%	28.6	27.5	28.4	2.6%	5.6%
Improve staff efficiency	2.4	–	–	–	-100.0%	–	–	–	–	–	–
Embed risk management practices	25.6	19.7	26.0	40.1	16.1%	2.1%	43.0	44.1	44.9	3.9%	8.7%
Enhance transformation	10.7	6.6	11.0	34.0	47.0%	1.2%	19.3	28.4	37.5	3.3%	5.6%
Enhance financial sustainability	1 824.6	1 689.7	(36.5)	249.8	-48.5%	70.0%	112.4	107.8	199.8	-7.2%	27.6%
Total	2 558.4	1 958.0	292.9	517.4	-41.3%	100.0%	416.5	496.9	606.8	5.5%	100.0%

Statements of financial performance, cash flow and financial position**Table 39.42 Export Credit Insurance Corporation statements of financial performance, cash flow and financial position**

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Revenue											
Non-tax revenue	825.8	1 199.0	1 086.4	1 074.9	9.2%	82.0%	1 040.0	1 018.1	1 136.5	1.9%	85.6%
Sale of goods and services other than capital assets	239.1	497.5	296.3	270.4	4.2%	25.5%	318.4	321.9	383.1	12.3%	27.4%
Other non-tax revenue	586.7	701.5	790.1	804.5	11.1%	56.4%	721.6	696.2	753.4	-2.2%	58.2%
Transfers received	196.6	394.0	162.5	167.9	-5.1%	18.0%	172.7	179.6	185.2	3.3%	14.4%
Total revenue	1 022.4	1 593.0	1 248.9	1 242.8	6.7%	100.0%	1 212.7	1 197.7	1 321.7	2.1%	100.0%
Expenses											
Current expenses	2 547.6	1 902.6	42.0	411.9	-45.5%	92.1%	282.9	294.4	407.2	-0.4%	64.8%
Compensation of employees	107.4	65.1	95.3	140.8	9.4%	7.7%	156.5	163.5	170.8	6.7%	32.3%
Goods and services	2 436.1	1 829.1	(61.5)	263.0	-52.4%	83.9%	118.3	122.0	224.7	-5.1%	30.6%
Depreciation	3.3	6.5	6.7	7.0	28.0%	0.4%	7.5	8.0	9.1	8.9%	1.6%
Interest, dividends and rent on land	0.8	1.9	1.6	1.1	12.6%	0.1%	0.6	1.0	2.5	31.1%	0.3%
Transfers and subsidies	10.8	55.4	250.9	105.5	113.9%	7.9%	133.7	202.4	199.7	23.7%	35.2%
Total expenses	2 558.4	1 958.0	292.9	517.4	-41.3%	100.0%	416.5	496.9	606.8	5.5%	100.0%
Surplus/(Deficit)	(1 536.0)	(365.0)	956.0	725.4	-177.9%		796.2	700.8	714.9	-0.5%	
Cash flow statement											
Cash flow from operating activities	(312.7)	(2 103.9)	(370.3)	1 446.8	-266.6%	100.0%	1 773.5	1 248.6	834.4	-16.8%	100.0%
Receipts											
Tax receipts	–	–	98.0	–	–	1.9%	–	–	–	–	–
Non-tax receipts	1 036.8	774.4	1 229.2	1 507.1	13.3%	86.1%	2 247.7	1 860.8	1 536.3	0.6%	91.3%
Sales of goods and services other than capital assets	542.4	156.7	816.0	1 183.5	29.7%	51.1%	1 627.4	1 164.6	782.9	-12.9%	57.8%
Other tax receipts	494.5	617.7	413.2	323.6	-13.2%	35.0%	620.4	696.2	753.4	32.5%	33.5%
Transfers received	150.0	155.5	162.5	167.9	3.8%	12.0%	172.7	179.6	185.2	3.3%	8.7%
Financial transactions in assets and liabilities	0.1	–	–	–	-100.0%	–	–	–	–	–	–
Total receipts	1 186.9	929.9	1 489.7	1 674.9	12.2%	100.0%	2 420.4	2 040.4	1 721.5	0.9%	100.0%

Table 39.42 Export Credit Insurance Corporation statements of financial performance, cash flow and financial position (continued)

Cash flow statement			Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million													
Payment													
Current payments													
Compensation of employees													
Goods and services													
Interest and rent on land													
Transfers and subsidies													
Total payments													
Net cash flow from investing activities													
Acquisition of property, plant, equipment and intangible assets													
Proceeds from the sale of property, plant, equipment and intangible assets													
Other flows from investing activities													
Net cash flow from financing activities													
Repayment of finance leases													
Other flows from financing activities													
Net increase/(decrease) in cash and cash equivalents													
Statement of financial position													
Carrying value of assets													
of which:													
Acquisition of assets													
Investments													
Receivables and prepayments													
Cash and cash equivalents													
Taxation													
Derivatives financial instruments													
Total assets													
Accumulated surplus/(deficit)													
Capital and reserves													
Capital reserve fund													
Finance lease													
Deferred income													
Trade and other payables													
Taxation													
Provisions													
Derivatives financial instruments													
Total equity and liabilities													

Personnel information

Table 39.43 Export Credit Insurance Corporation personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026			Number and cost ¹ of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: salary level/ Total (%)			
Number of approved funded posts	Number of posts on establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25		2025/26		2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29					
Export Credit Insurance Corporation			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	106	106	96	95.3	1.0	106	140.8	1.3	106	156.5	1.5	106	163.5	1.5	109	170.8	1.6	0.9%	100.0%
1 – 6	19	19	14	2.9	0.2	19	4.4	0.2	19	4.8	0.3	19	5.0	0.3	20	5.8	0.3	1.7%	18.1%
7 – 10	40	40	35	26.1	0.7	40	32.0	0.8	40	35.1	0.9	40	36.7	0.9	42	38.5	0.9	1.6%	38.0%
11 – 12	19	19	20	19.1	1.0	19	25.0	1.3	19	27.4	1.4	19	28.6	1.5	19	30.0	1.6	–	17.8%
13 – 16	20	20	22	32.8	1.5	20	38.3	1.9	20	42.0	2.1	20	43.9	2.2	20	46.5	2.3	–	18.7%
17 – 22	8	8	5	14.4	2.9	8	41.1	5.1	8	47.1	5.9	8	49.2	6.1	8	50.1	6.3	–	7.5%

1. Rand million.

Industrial Development Corporation

Selected performance indicators

Table 39.44 Industrial Development Corporation performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Value of investment flows facilitated/unlocked per year	Administration	Increased trade and investment	R43.1bn	R52.7bn	R51.1 bn	R50.9bn	R52.5bn	R54.3bn	R58.1bn
Value of funding disbursed per year	Administration		R17.8bn	R15.9bn	R16.3bn	R17.9bn	R18.6bn	R19.4bn	R22bn
Number of jobs expected to be created/saved from committed funds per year	Administration	Increased employment and work opportunities	34 035	17 826 ¹	15 732 ¹	39 146	40 566	42 007	43 510
Value of funds committed and facilitated for localisation per year	Administration	Increased trade and investment	R9.6bn	R217m	R2.1bn	R1bn	R1bn	R1.1bn	R1.1bn
Megawatts (MW) of electricity generated for projects approved, including utility scale and small-scale embedded generation, per year	Administration	Improve energy security and a just energy transition	— ²	1 521 MW	1 108 MW	553 MW	578 MW	604 MW	631 MW

1. Performance was due to low economic activity in countries where investments are facilitated.

2. No historical data available.

Entity overview

The Industrial Development Corporation is a development finance institution established in terms of the Industrial Development Act (1940) to lead the development of industrial capacity by investing in individual business enterprises, and by acting as a catalyst for the creation or revitalisation of industries. The corporation's mandate includes proactively maximising its development impact through driving an ambitious programme of inclusive and sustainable employment to create and improve industrialisation in South Africa and the region.

The corporation will focus on job creation and fostering an inclusive economy over the medium term by providing targeted funding for black-owned companies, black industrialists, and enterprises that empower women and young people. It plans to create or save 126 083 jobs from committed funds over the period ahead.

The corporation's financial performance has been shaped by a persistently difficult operating environment, which has placed pressure on investment activity and developmental outcomes. As a result, the value of investment facilitated or unlocked has been sluggish in recent years. It is expected to stabilise over the medium term, reaching a projected R58.1 billion in 2028/29. Similarly, the corporation plans to increase its on-balance sheet disbursements to R22 billion in 2028/29, representing growth from R17.9 billion in 2025/26.

Expenditure is expected to increase at an average annual rate of 9.1 per cent, from R17.3 billion in 2025/26 to R22.4 billion in 2028/29, mainly driven by an increase in spending on planned maintenance and repairs. The corporation is expected to derive 51.6 per cent (R41.9 billion) of its revenue over the medium term through interest income from loans and other revenue streams such as dividends from equity investments. The remaining revenue is expected to be generated from the sale of goods and services by the corporation's subsidiaries. Total revenue is projected to increase at an average annual rate of 10.6 per cent, from R21.9 billion in 2025/26 to R29.6 billion in 2028/29, driven by an anticipated improvement in the macro-economic environment, resulting in better performance of the corporation's investment companies.

Programmes/Objectives/Activities

Table 39.45 Industrial Development Corporation expenditure trends and estimates by programme/objective/activity

	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
R million												
Administration	18 999.0	20 268.0	22 199.0	17 295.3	-3.1%	100.0%	17 518.7	19 416.8	22 443.6	9.1%	100.0%	
Total	18 999.0	20 268.0	22 199.0	17 295.3	-3.1%	100.0%	17 518.7	19 416.8	22 443.6	9.1%	100.0%	

Statements of financial performance, cash flow and financial position

Table 39.46 Industrial Development Corporation statements of financial performance, cash flow and financial position

Statement of financial performance				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome							2025/26	2022/23 - 2025/26	2026/27		
R million											
Revenue	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Non-tax revenue	29 668.0	27 659.0	22 528.0	21 921.4	-9.6%	99.9%	25 126.1	26 461.0	29 641.6	10.6%	100.0%
Sale of goods and services other than capital assets	13 153.0	12 327.0	11 119.0	11 350.0	-4.8%	47.1%	12 104.3	13 091.6	14 121.1	7.6%	48.4%
Other non-tax revenue	16 515.0	15 332.0	11 409.0	10 571.4	-13.8%	52.8%	13 021.8	13 369.4	15 520.5	13.7%	51.6%
Transfers received	-	100.0	-	-	-	0.1%	-	-	-	-	-
Total revenue	29 668.0	27 759.0	22 528.0	21 921.4	-9.6%	100.0%	25 126.1	26 461.0	29 641.6	10.6%	100.0%
Expenses											
Current expenses	18 694.0	20 268.0	21 836.0	16 801.8	-3.5%	98.5%	16 341.8	18 406.0	21 041.8	7.8%	94.0%
Compensation of employees	1 233.0	1 093.4	1 174.4	1 283.1	1.3%	6.1%	1 378.7	1 478.5	1 559.8	6.7%	7.4%
Goods and services	15 464.0	15 714.6	15 735.8	12 896.6	-5.9%	75.9%	12 431.7	14 189.4	16 346.4	8.2%	72.4%
Depreciation	681.0	545.0	830.8	435.3	-13.9%	3.2%	454.9	475.8	498.2	4.6%	2.4%
Interest, dividends and rent on land	1 316.0	2 915.0	4 095.0	2 186.8	18.4%	13.3%	2 076.5	2 262.3	2 637.4	6.4%	11.7%
Transfers and subsidies	305.0	-	363.0	493.6	17.4%	1.5%	1 177.0	1 010.8	1 401.7	41.6%	6.0%
Total expenses	18 999.0	20 268.0	22 199.0	17 295.3	-3.1%	100.0%	17 518.7	19 416.8	22 443.6	9.1%	100.0%
Surplus/(Deficit)	10 669.0	7 491.0	329.0	4 626.0	-24.3%		7 607.4	7 044.2	7 198.0	15.9%	
Cash flow statement											
Cash flow from operating activities	10 732.4	4 170.5	3 396.2	2 879.4	-35.5%	100.0%	2 786.3	3 231.8	3 905.9	10.7%	100.0%
Receipts											
Non-tax receipts	11 194.0	9 573.0	7 665.0	5 759.3	-19.9%	44.3%	7 486.1	6 909.2	9 213.0	17.0%	41.2%
Other tax receipts	11 194.0	9 573.0	7 665.0	5 759.3	-19.9%	44.3%	7 486.1	6 909.2	9 213.0	17.0%	41.2%
Financial transactions in assets and liabilities	10 737.9	11 922.6	10 517.9	9 852.8	-2.8%	55.7%	10 335.3	11 222.5	12 123.3	7.2%	58.8%
Total receipts	21 931.9	21 495.6	18 182.9	15 612.1	-10.7%	100.0%	17 821.4	18 131.7	21 336.3	11.0%	100.0%
Payment											
Current payments	11 112.5	15 876.1	14 263.7	12 232.6	3.3%	95.4%	13 805.0	13 760.0	15 958.9	9.3%	91.9%
Compensation of employees	1 233.0	1 093.4	1 174.4	1 313.7	2.1%	8.6%	1 382.0	1 451.0	1 523.6	5.1%	9.2%
Goods and services	7 270.5	12 135.6	10 618.2	8 732.0	6.3%	69.2%	10 346.6	10 046.8	11 797.9	10.6%	68.0%
Interest and rent on land	2 609.0	2 647.0	2 471.0	2 186.8	-5.7%	17.7%	2 076.5	2 262.3	2 637.4	6.4%	14.7%
Transfers and subsidies	87.0	1 449.0	523.0	500.1	79.1%	4.6%	1 230.1	1 139.8	1 471.5	43.3%	8.1%
Total payments	11 199.5	17 325.1	14 786.7	12 732.7	4.4%	100.0%	15 035.1	14 899.9	17 430.4	11.0%	100.0%
Net cash flow from advancing activities (financial institutions only)	(6 992.0)	(79.8)	(4 541.2)	(3 784.4)	-18.5%	100.0%	(3 849.7)	(3 982.7)	(4 743.6)	7.8%	100.0%
Disbursements and other payments	(17 817.0)	(15 746.5)	(15 260.5)	(17 046.4)	-1.5%	427.8%	(18 582.4)	(19 371.0)	(22 000.0)	8.9%	476.7%
Repayments and other receipts	10 825.0	15 666.7	10 719.3	13 261.9	7.0%	-327.8%	14 732.7	15 388.3	17 256.4	9.2%	-376.7%
Net cash flow from investing activities	(980.4)	(113.4)	(5 894.0)	(334.1)	-30.2%	100.0%	(325.8)	(409.2)	(49.0)	-47.3%	100.0%
Acquisition of property, plant, equipment and intangible assets	(703.0)	(693.0)	(1 164.0)	(772.1)	3.2%	45.5%	(806.8)	(847.2)	(887.0)	4.7%	324.1%
Acquisition of software and other intangible assets	(11.0)	(7.0)	(19.0)	-	-100.0%	0.5%	-	-	-	-	-
Other flows from investing activities	(266.4)	586.6	(4 711.0)	438.0	-218.0%	54.0%	481.0	438.0	838.0	24.1%	-224.1%
Net cash flow from financing activities	(2 178.0)	(3 145.4)	2 175.9	(1 079.5)	-20.9%	100.0%	1 365.9	2 483.9	413.0	-172.6%	100.0%
Borrowing activities	(2 147.0)	(3 113.4)	2 175.9	(1 079.5)	-20.5%	98.5%	1 365.9	2 483.9	413.0	-172.6%	100.0%
Repayment of finance leases	(31.0)	(32.0)	-	-	-100.0%	1.5%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	582.0	832.0	(4 863.0)	(2 318.6)	-258.5%	100.0%	(23.3)	1 323.8	(473.8)	-41.1%	100.0%

Table 39.46 Industrial Development Corporation statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome							2025/26	2026/27	2027/28		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets of which:	6 820.0	6 845.0	7 558.0	2 563.0	-27.8%	4.0%	2 678.3	3 053.8	3 497.3	10.9%	2.0%
Acquisition of assets	(703.0)	(693.0)	(1 164.0)	(772.1)	3.2%	100.0%	(806.8)	(847.2)	(887.0)	4.7%	100.0%
Investments	98 820.0	78 294.0	59 568.0	84 335.2	-5.1%	54.6%	87 398.9	95 079.2	101 485.0	6.4%	60.4%
Inventory	3 157.0	2 249.0	2 429.0	6 401.4	26.6%	2.4%	6 194.9	5 679.8	6 251.5	-0.8%	3.9%
Loans	26 896.0	41 329.0	43 546.0	40 579.8	14.7%	25.9%	41 865.8	43 849.4	46 311.8	4.5%	28.1%
Receivables and prepayments	3 270.0	3 425.0	2 765.0	2 650.9	-6.8%	2.1%	2 570.2	2 988.4	3 224.2	6.7%	1.9%
Cash and cash equivalents	11 907.0	13 648.0	8 208.0	2 966.3	-37.1%	6.2%	5 422.5	5 398.9	7 433.4	35.8%	3.9%
Non-current assets held for sale	1 398.0	-	2 176.0	-	-100.0%	0.6%	-	-	-	-	-
Taxation	7 055.0	8 770.0	7 918.0	-	-100.0%	4.0%	-	-	-	-	-
Finance lease receivable	-	-	338.0	-	-	0.1%	-	-	-	-	-
Derivatives financial instruments	-	3.0	1.0	-	-	-	-	-	-	-	-
Total assets	159 323.0	154 563.0	134 507.0	139 496.7	-4.3%	100.0%	146 130.6	156 049.5	168 203.3	6.4%	100.0%
Accumulated surplus/(deficit)	53 183.0	57 122.0	56 418.0	99 004.0	23.0%	45.2%	107 221.8	115 371.6	122 350.2	7.3%	73.3%
Capital and reserves	53 948.0	49 851.0	37 724.0	-	-100.0%	24.1%	-	-	-	-	-
Capital reserve fund	1 393.0	1 393.0	1 393.2	1 393.2	-	0.9%	1 393.2	1 393.2	1 393.2	-	0.9%
Borrowings	29 782.0	28 715.0	31 235.8	30 043.9	0.3%	20.4%	29 374.1	31 312.2	34 987.1	5.2%	20.3%
Finance lease	-	76.0	39.0	-	-	-	-	-	-	-	-
Trade and other payables	8 845.0	8 005.0	2 576.0	2 168.5	-37.4%	3.7%	2 266.1	1 877.0	2 103.2	-1.0%	1.3%
Non-controlling interests	(224.0)	(136.0)	(96.0)	-	-100.0%	-0.1%	-	-	-	-	-
Taxation	11 143.0	8 586.0	3 995.0	3 292.8	-33.4%	4.6%	2 522.0	2 603.1	3 930.3	6.1%	1.9%
Provisions	844.0	729.0	966.0	1 157.6	11.1%	0.6%	1 209.7	1 265.3	1 324.8	4.6%	0.8%
Managed funds	4.0	-	-	2 300.0	731.6%	0.4%	2 000.9	2 077.7	1 958.1	-5.2%	1.3%
Derivatives financial instruments	405.0	222.0	256.0	136.7	-30.4%	0.2%	142.8	149.4	156.4	4.6%	0.1%
Total equity and liabilities	159 323.0	154 563.0	134 507.0	139 496.7	-4.3%	100.0%	146 130.6	156 049.5	168 203.3	6.4%	100.0%

Personnel information

Table 39.47 Industrial Development Corporation personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026			Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)					
Number of approved funded posts	Number of posts on establishment	Number of posts	Actual		Revised estimate		Medium-term expenditure estimate												
			2024/25	2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29										
Industrial Development Corporation			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	927	927	885	1 174.4	1.3	927	1 283.1	1.4	937	1 378.7	1.5	945	1 478.5	1.6	945	1 559.8	1.7	0.6%	100.0%
1 – 6	18	18	20	5.1	0.3	18	4.7	0.3	18	5.0	0.3	18	5.3	0.3	18	5.6	0.3	-	1.9%
7 – 10	270	270	276	161.1	0.6	270	158.7	0.6	271	167.9	0.6	272	177.9	0.7	272	187.7	0.7	0.2%	28.8%
11 – 12	125	125	121	128.7	1.1	125	131.6	1.1	125	138.8	1.1	125	146.5	1.2	125	154.5	1.2	-	13.3%
13 – 16	426	426	409	711.1	1.7	426	743.3	1.7	433	799.7	1.8	437	852.6	2.0	437	899.5	2.1	0.9%	46.2%
17 – 22	88	88	59	168.5	2.9	88	244.8	2.8	90	267.3	3.0	93	296.3	3.2	93	312.6	3.4	1.9%	9.8%

1. Rand million.

International Trade Administration Commission

Selected performance indicators

Table 39.48 International Trade Administration Commission performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of final decisions made within 6 months on customs tariff amendment investigations per year	Tariff investigations	Increased employment and work opportunities	91% (10/11)	75% (6/8)	63% (10/16)	80%	80%	80%	80%
Percentage of permits (custom duty rebates and drawbacks) issued within 2 weeks per year	Tariff investigations		92.6% (1 350/ 1 458)	85% (1 374/ 1 616)	85% (1 192/ 1 396)	80%	80%	80%	80%

Table 39.48 International Trade Administration Commission performance indicators by programme/objective/activity and related outcome (continued)

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of new investigations (anti-dumping, countervailing, safeguards and sunset reviews) initiated per year	Trade remedies	Increased employment and work opportunities	9% (1/11)	10% (1/10)	44% (4/9)	70%	70%	70%	70%
Number of import control permits issued per year	Import and export control		19 395	19 558	22 011	17 000	17 000	17 000	17 000
Number of export control permits issued per year	Import and export control		16 922	19 587	18 919	14 000	14 000	14 000	14 000
Number of enforcement container inspections conducted per year	Import and export control		2 409	1 678	2 592	2 000	2 000	2 000	2 000

Entity overview

The International Trade Administration Commission was established in terms of section 7 of the International Trade Administration Act (2002). It is mandated to foster economic growth and development, raise income levels, and promote investment and employment in South Africa and the common customs area by establishing an efficient and effective administration system for international trade.

Over the period ahead, the commission will continue to conduct customs tariff investigations, institute trade remedies and provide import and export controls by regulating the movement of specific goods across South Africa's borders. It will also conduct trade remedy investigations in accordance with policy through domestic and international law, and set tariffs to promote domestic manufacturing activity, retain and create jobs, and ensure international competitiveness. The commission plans to issue 17 000 import and 14 000 export permits per year over the next 3 years.

Expenditure is expected to decrease at an average annual rate of 3.1 per cent, from R150.4 million in 2025/26 to R136.7 million in 2028/29, as a result of a one-off additional allocation from the department of R28 million in 2025/26 to help cover legal fees and travel costs for the administration of the price preference system, which has been extended until 31 July 2027. As the commission's work is labour intensive, compensation of employees constitutes an estimated 81.8 per cent (R324.1 million) of its spending over the period ahead. Transfers from the department account for an estimated 96.5 per cent (R382.4 million) of the commission's revenue over the period ahead. Revenue is set to decrease in line with expenditure.

Programmes/Objectives/Activities

Table 39.49 International Trade Administration Commission expenditure trends and estimates by programme/objective/activity

R million	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29		
Administration	49.8	57.4	57.7	70.2	12.1%	47.7%	50.6	52.1	52.9	-9.0%	39.3%	
Tariff investigations	27.0	24.6	26.4	35.4	9.5%	23.0%	34.2	35.8	37.4	1.9%	27.1%	
Trade remedies	13.4	14.4	15.9	22.8	19.4%	13.5%	21.6	22.6	23.7	1.3%	17.1%	
Import and export control	16.1	19.0	20.9	22.0	11.1%	15.8%	20.7	21.7	22.7	0.9%	16.4%	
Total	106.3	115.5	120.9	150.4	12.3%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	

Statements of financial performance, cash flow and financial position

Table 39.50 International Trade Administration Commission statements of financial performance, cash flow and financial position

Statement of financial performance												
	Audited outcome				Revised estimate	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2022/23	2023/24	2024/25	2025/26		2022/23 - 2025/26	Average: Expenditure/ Total (%)	2026/27	2027/28	2028/29	2025/26 - 2028/29	Average: Expenditure/ Total (%)
R million												
Revenue												
Non-tax revenue	5.0	7.5	6.8	3.5	-10.9%	4.5%	4.3	4.5	5.0	11.9%	3.5%	
Other non-tax revenue	5.0	7.5	6.8	3.5	-10.9%	4.5%	4.3	4.5	5.0	11.9%	3.5%	
Transfers received	108.6	119.0	113.4	146.9	10.6%	95.5%	122.9	127.8	131.7	-3.6%	96.5%	
Total revenue	113.6	126.5	120.2	150.4	9.8%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	
Expenses												
Current expenses	106.3	115.5	120.9	150.4	12.3%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	
Compensation of employees	82.5	90.7	94.4	99.1	6.3%	74.3%	103.2	108.0	112.9	4.4%	81.8%	
Goods and services	23.3	23.6	25.1	49.7	28.7%	24.7%	23.1	23.5	22.9	-22.8%	17.5%	
Depreciation	0.5	1.2	1.5	1.6	50.1%	1.0%	0.9	0.7	0.9	-15.8%	0.7%	
Total expenses	106.3	115.5	120.9	150.4	12.3%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	
Surplus/(Deficit)	7.3	11.0	(0.7)	-	-100.0%	-	-	-	-	-	-	
Cash flow statement												
Cash flow from operating activities	10.4	8.9	2.4	-	-100.0%	100.0%	-	-	-	-	-	
Receipts												
Non-tax receipts	4.9	7.3	6.6	3.4	-10.9%	4.4%	4.2	4.4	4.8	12.1%	3.4%	
Other tax receipts	4.9	7.3	6.6	3.4	-10.9%	4.4%	4.2	4.4	4.8	12.1%	3.4%	
Transfers received	108.6	119.0	113.4	146.9	10.6%	95.5%	122.9	127.8	131.7	-3.6%	96.5%	
Financial transactions in assets and liabilities	0.3	0.1	0.2	0.1	-31.2%	0.2%	0.1	0.1	0.1	4.4%	0.1%	
Total receipts	113.8	126.4	120.3	150.4	9.8%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	
Payment												
Current payments	103.3	117.5	117.9	150.4	13.3%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	
Compensation of employees	81.3	91.1	94.1	99.1	6.8%	74.7%	103.2	108.0	112.9	4.4%	81.8%	
Goods and services	22.0	26.4	23.9	51.3	32.6%	25.3%	24.0	24.2	23.8	-22.6%	18.2%	
Total payments	103.3	117.5	117.9	150.4	13.3%	100.0%	127.2	132.3	136.7	-3.1%	100.0%	
Net cash flow from investing activities	(0.6)	(5.7)	(2.8)	(3.3)	78.6%	100.0%	(2.0)	(2.0)	(2.5)	-8.6%	100.0%	
Acquisition of property, plant, equipment and intangible assets	(0.6)	(2.9)	(1.3)	(1.0)	20.0%	46.9%	-	-	-	-100.0%	-	
Acquisition of software and other intangible assets	-	(2.8)	(1.6)	(2.3)	-	53.8%	(2.0)	(2.0)	(2.5)	3.0%	100.0%	
Proceeds from the sale of property, plant, equipment and intangible assets	-	-	0.1	-	-	-0.7%	-	-	-	-	-	
Net increase/(decrease) in cash and cash equivalents	9.9	3.2	(0.5)	(3.3)	-169.4%	100.0%	(2.0)	(2.0)	(2.5)	-8.6%	100.0%	
Statement of financial position												
Carrying value of assets	1.3	6.3	7.6	10.5	101.0%	10.9%	8.4	12.1	13.4	8.4%	18.6%	
<i>of which:</i>												
Acquisition of assets	(0.6)	(2.9)	(1.3)	(1.0)	20.0%	100.0%	-	-	-	-100.0%	-	
Inventory	0.1	0.2	0.2	0.1	6.1%	0.2%	0.1	0.1	0.1	4.6%	0.2%	
Receivables and prepayments	2.2	2.5	1.7	2.6	6.3%	3.8%	3.5	3.7	3.8	13.6%	6.1%	
Cash and cash equivalents	47.7	50.9	50.4	52.6	3.3%	85.1%	48.7	46.0	42.2	-7.0%	75.1%	
Total assets	51.2	59.8	59.9	65.8	8.7%	100.0%	60.7	61.9	59.6	-3.2%	100.0%	
Accumulated surplus/(deficit)	30.5	41.5	40.7	40.7	10.2%	64.8%	40.7	40.7	40.7	-	67.1%	
Trade and other payables	4.5	2.5	2.6	5.9	8.9%	6.5%	3.3	3.4	3.6	-15.3%	5.6%	
Provisions	16.2	15.8	5.8	8.9	-18.1%	19.8%	6.7	6.9	7.2	-6.9%	11.4%	
Derivatives financial instruments	-	-	10.7	10.3	-	8.9%	10.0	10.8	8.1	-7.7%	15.9%	
Total equity and liabilities	51.2	59.8	59.9	65.8	8.7%	100.0%	60.7	61.9	59.6	-3.2%	100.0%	

Personnel information

Table 39.51 International Trade Administration Commission personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026			Number and cost ¹ of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved establishment posts	Number of posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25			2025/26			2026/27			2027/28			2028/29			2025/26 - 2028/29	2026/27 - 2028/29
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
International Trade Administration Commission																			
Salary level	131	131	131	94.4	0.7	131	99.1	0.8	131	103.2	0.8	131	108.0	0.8	131	112.9	0.9	-	100.0%
1 – 6	18	18	18	7.2	0.4	18	7.4	0.4	18	7.8	0.4	18	8.1	0.5	18	8.5	0.5	-	13.7%
7 – 10	66	66	66	35.9	0.5	66	37.3	0.6	66	38.7	0.6	66	40.7	0.6	66	42.6	0.6	-	50.4%
11 – 12	32	32	32	30.1	0.9	32	31.3	1.0	32	32.5	1.0	32	33.8	1.1	32	35.4	1.1	-	24.4%
13 – 16	15	15	15	21.1	1.4	15	23.2	1.5	15	24.2	1.6	15	25.3	1.7	15	26.5	1.8	-	11.5%

1. Rand million.

National Consumer Commission

Selected performance indicators

Table 39.52 National Consumer Commission performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of cases ruled in favour of the commission on matters brought before the National Consumer Tribunal and/or courts per year	Administration	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	-1	-1	-1	80%	80%	80%	80%
Number of consumer education and awareness programmes conducted in rural areas and townships per year	Education and awareness	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	-1	-1	-1	8	8	8	8
Number of business education and awareness initiatives targeted at SMMEs and informal businesses per year	Education and awareness	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	-1	-1	-1	8	8	8	8
Percentage of complaints in priority areas (excluding clothing, textiles, footwear and leather at ports of entry and scams) finalised per year	Curb prohibited conduct	An ethical, capable and professional public service	-1	-1	-1	75%	75%	75%	75%
Percentage of enforcement action taken against suppliers of illicit goods, expired goods and illegal imports per year	Contribution to government's industrialisation goals	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	-1	-1	-1	100%	100%	100%	100%

1. No historical data available.

Entity overview

The National Consumer Commission was established in terms of section 85 of the Consumer Protection Act (2008) and has jurisdiction across South Africa. The commission conducts investigations against suppliers who allegedly engage in prohibited conduct, promotes the resolution of disputes between consumers and suppliers, and promotes compliance with the act through advocacy, education and awareness.

Over the medium term, the commission will continue to focus on enforcing compliance with the act by ensuring that supplier noncompliance is investigated and prosecuted. In response to the rising levels of food poisoning in rural areas and townships, the commission plans to spend R20.9 million over the MTEF period on 48 business and consumer education awareness initiatives targeting wholesalers and spaza shops to ensure supplier compliance while educating consumers about their rights, as well as other planned advocacy initiatives. The commission also plans to act against all suppliers found guilty of supplying illicit goods, expired goods and illegal imports.

Expenditure is expected to increase at an average annual rate of 2.2 per cent, from R78.2 million in 2025/26 to R83.5 million in 2028/29. Spending on compensation of employees constitutes an estimated 70 per cent (R170.7 million) of the commission's budget over the next 3 years. The commission expects to derive 93.8 per cent (R228.4 million) of its revenue over the medium term through transfers from the department and the remainder through interest on investments. Revenue is expected to increase in line with expenditure.

Programmes/Objectives/Activities

Table 39.53 National Consumer Commission expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Administration	32.0	41.2	48.9	46.4	13.1%	55.0%	41.7	44.5	44.4	-1.4%	53.6%
Education and awareness	28.7	6.6	5.7	6.3	-39.6%	15.5%	7.0	6.9	7.0	3.3%	8.6%
Curb prohibited conduct	9.1	6.9	5.7	6.5	-10.5%	9.2%	20.6	20.7	20.7	46.8%	25.4%
Contribution to government's industrialisation goals	0.6	22.1	20.5	19.0	214.1%	20.3%	9.1	9.6	11.4	-15.6%	12.4%
Total	70.5	76.8	80.9	78.2	3.5%	100.0%	78.5	81.6	83.5	2.2%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.54 National Consumer Commission statements of financial performance, cash flow and financial position

Statement of financial performance

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Revenue											
Non-tax revenue	1.7	4.6	3.3	4.9	41.0%	4.8%	5.1	5.3	4.8	-0.1%	6.2%
Other non-tax revenue	1.7	4.6	3.3	4.9	41.0%	4.8%	5.1	5.3	4.8	-0.1%	6.2%
Transfers received	70.1	73.6	71.2	73.4	1.5%	95.2%	73.4	76.3	78.7	2.4%	93.8%
Total revenue	71.8	78.2	74.5	78.2	2.9%	100.0%	78.5	81.6	83.5	2.2%	100.0%
Expenses											
Current expenses	70.5	76.8	80.9	78.2	3.5%	100.0%	78.5	81.6	83.5	2.2%	100.0%
Compensation of employees	46.4	48.8	49.3	51.2	3.3%	63.9%	56.9	56.9	56.9	3.6%	70.0%
Goods and services	22.3	26.5	29.7	27.1	6.7%	34.4%	21.6	24.8	26.7	-0.5%	30.0%
Depreciation	1.8	1.5	1.9	-	-100.0%	1.7%	-	-	-	-	-
Total expenses	70.5	76.8	80.9	78.2	3.5%	100.0%	78.5	81.6	83.5	2.2%	100.0%
Surplus/(Deficit)	1.3	1.4	(6.4)	-	-100.0%		-	-	-	-	
Cash flow statement											
Cash flow from operating activities	4.8	6.8	(2.8)	(3.0)	-185.0%	100.0%	(4.5)	(2.5)	(4.1)	11.2%	100.0%
Receipts											
Non-tax receipts	1.7	4.6	2.7	4.9	41.2%	4.8%	5.1	5.3	4.8	-0.2%	6.2%
Sales of goods and services other than capital assets	-	-	0.0	-	-	-	-	-	-	-	-
Other tax receipts	1.7	4.6	2.7	4.9	41.2%	4.8%	5.1	5.3	4.8	-0.2%	6.2%
Transfers received	59.4	73.6	71.2	73.4	7.3%	95.2%	73.4	76.3	78.7	2.4%	93.8%
Total receipts	61.1	78.2	74.0	78.2	8.6%	100.0%	78.5	81.7	83.5	2.2%	100.0%
Payment											
Current payments	56.3	71.3	76.8	81.2	13.0%	100.0%	83.0	84.1	87.6	2.6%	100.0%
Compensation of employees	46.7	48.7	49.8	56.2	6.4%	70.6%	56.9	56.9	56.9	0.4%	67.0%
Goods and services	9.6	22.6	26.9	24.9	37.5%	29.4%	26.1	27.3	30.8	7.2%	33.0%
Total payments	56.3	71.3	76.8	81.2	13.0%	100.0%	83.0	84.1	87.6	2.6%	100.0%
Net cash flow from investing activities	(1.2)	(3.3)	(0.9)	-	-100.0%	100.0%	(0.8)	-	-	-	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.4)	(1.5)	(0.7)	-	-100.0%	46.3%	(0.8)	-	-	-	100.0%
Acquisition of software and other intangible assets	(0.8)	(1.8)	(0.3)	-	-100.0%	53.7%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	3.7	3.6	(3.7)	(3.0)	-193.3%	100.0%	(5.3)	(2.5)	(4.1)	11.2%	100.0%

Table 39.54 National Consumer Commission statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2026/27	2027/28	2028/29		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets	15.3	17.7	16.4	14.3	-2.2%	39.9%	13.5	14.1	14.7	0.9%	25.9%
of which:											
Acquisition of assets	(0.4)	(1.5)	(0.7)	–	-100.0%	100.0%	(0.8)	–	–	–	100.0%
Investments	0.2	0.5	0.0	–	-100.0%	0.4%	–	–	–	–	–
Receivables and prepayments	2.3	2.3	1.1	2.6	4.7%	5.2%	0.0	0.0	0.0	-78.5%	–
Cash and cash equivalents	16.9	20.4	16.7	32.6	24.7%	54.4%	38.4	40.2	41.9	8.7%	74.0%
Total assets	34.6	40.8	34.2	49.5	12.7%	100.0%	51.9	54.3	56.6	4.5%	100.0%
Accumulated surplus/(deficit)	30.3	32.6	26.2	29.3	-1.1%	74.3%	29.5	30.8	32.2	3.2%	56.8%
Trade and other payables	2.3	6.0	5.6	18.0	98.2%	20.0%	20.0	20.9	21.8	6.7%	38.6%
Provisions	2.0	2.2	2.4	2.3	4.8%	5.6%	2.4	2.5	2.6	4.5%	4.6%
Total equity and liabilities	34.6	40.8	34.2	49.5	12.7%	100.0%	51.9	54.3	56.6	4.5%	100.0%

Personnel information

Table 39.55 National Consumer Commission personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: salary level/ Total (%)				
Number of approved funded posts	Number of posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2024/25		2025/26		2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29						
National Consumer Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	79	79	79	49.3	0.6	79	51.2	0.6	75	56.9	0.8	75	56.9	0.8	75	56.9	0.8	-1.7%	100.0%
1 – 6	31	31	31	9.5	0.3	31	11.2	0.4	20	9.9	0.5	20	9.9	0.5	20	9.9	0.5	-13.6%	26.7%
7 – 10	21	21	21	10.7	0.5	21	10.7	0.5	21	12.3	0.6	21	12.3	0.6	21	12.3	0.6	–	28.0%
11 – 12	13	13	13	10.7	0.8	13	10.7	0.8	12	11.5	1.0	12	11.5	1.0	12	11.5	1.0	-2.6%	16.0%
13 – 16	14	14	14	18.4	1.3	14	18.5	1.3	22	23.2	1.1	22	23.2	1.1	22	23.2	1.1	16.3%	29.3%

1. Rand million.

National Consumer Tribunal

Selected performance indicators

Table 39.56 National Consumer Tribunal performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Average number of days from the date of complete filing of debt rearrangement agreement to date of issuing order to filing parties per year	Adjudication	Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society	60	55	50	48	40	30	36
Average number of days from the date of close of pleadings of non-debt rearrangement agreement to the date of issuing notice of set-down to filing parties per year	Adjudication		15	15	15	14	12	12	12
Average number of days from the date of final adjudication of non-debt rearrangement agreement to date of issuing judgment to filing parties per year	Adjudication		20	20	20	20	20	20	20

Entity overview

The National Consumer Tribunal was established in terms of the National Credit Act (2005) as an independent adjudicative entity. It is mandated to review decisions made by the National Credit Regulator and the National Consumer Commission, and adjudicate applications and referrals in terms of the National Credit Act (2005) and Consumer Protection Act (2008).

The tribunal's focus over the period ahead will be on building and strengthening adjudication capacity to improve efficiency and reduce the average number of days to issue orders to filing parties from 40 in 2026/27 to 36 in 2028/29. This is intended to ensure that various parties are provided with judgments timeously. To this end, the tribunal's number of personnel is expected to increase from 66 in 2025/26 to 71 in 2028/29, driving an increase in spending on compensation of employees at an average annual rate of 9.8 per cent, from R55.3 million in 2025/26 to R73.2 million in 2028/29. This spending constitutes an estimated 65.8 per cent (R205.6 million) of the tribunal's budget over the period ahead.

Total expenditure is set to increase at an average annual rate of 5.3 per cent, from R93.7 million in 2025/26 to R109.2 million in 2028/29. The tribunal is set to receive an estimated 55.1 per cent (R172.1 million) of its revenue through transfers from the department and generate the remainder through filing fees. Revenue is expected to increase in line with expenditure.

Programmes/Objectives/Activities

Table 39.57 National Consumer Tribunal expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Administration	37.2	42.3	47.3	57.0	15.3%	58.0%	58.0	60.3	62.7	3.2%	58.0%
Adjudication	29.1	32.4	34.8	36.6	8.0%	42.0%	40.8	44.0	46.5	8.3%	42.0%
Total	66.3	74.7	82.2	93.7	12.2%	100.0%	98.8	104.3	109.2	5.3%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.58 National Consumer Tribunal statements of financial performance, cash flow and financial position

Statement of financial performance

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Revenue											
Non-tax revenue	18.3	28.7	37.5	24.0	9.5%	32.0%	43.5	46.8	50.0	27.8%	44.9%
Sale of goods and services other than capital assets	15.6	24.0	33.7	22.4	12.7%	28.3%	40.9	44.0	47.3	28.4%	42.3%
Other non-tax revenue	2.7	4.7	3.7	1.6	-15.8%	3.8%	2.6	2.8	2.7	19.2%	2.6%
Transfers received	54.8	53.6	52.0	69.7	8.4%	68.0%	55.3	57.5	59.3	-5.3%	55.1%
Total revenue	73.0	82.3	89.5	93.7	8.7%	100.0%	98.8	104.3	109.2	5.3%	100.0%
Expenses											
Current expenses	66.3	74.7	79.8	93.7	12.2%	99.3%	98.8	104.3	109.2	5.3%	100.0%
Compensation of employees	45.8	49.2	49.2	55.3	6.5%	63.0%	63.4	69.0	73.2	9.8%	65.8%
Goods and services	20.5	23.9	28.8	38.4	23.3%	35.2%	35.4	35.2	36.0	-2.0%	34.1%
Depreciation	0.0	1.6	1.8	-	-100.0%	1.1%	0.1	-	-	-	-
Transfers and subsidies	-	-	2.4	-	-	0.7%	-	-	-	-	-
Total expenses	66.3	74.7	82.2	93.7	12.2%	100.0%	98.8	104.3	109.2	5.3%	100.0%
Surplus/(Deficit)	6.8	7.6	7.3	-	-100.0%		-	-	-	-	-
Cash flow statement											
Cash flow from operating activities	8.2	10.4	12.0	21.1	36.9%	100.0%	1.8	0.1	(0.5)	-129.5%	100.0%
Receipts											
Non-tax receipts	18.9	29.3	36.7	24.0	8.2%	32.1%	43.5	46.8	50.0	27.8%	44.9%
Sales of goods and services other than capital assets	17.1	25.0	33.0	22.4	9.4%	28.8%	40.9	44.0	47.3	28.4%	42.3%
Other sales	0.8	0.1	0.3	-	-100.0%	0.4%	-	-	-	-	-
Other tax receipts	1.8	4.2	3.7	1.6	-4.6%	3.3%	2.6	2.8	2.7	19.2%	2.6%
Transfers received	54.8	53.6	52.0	69.7	8.4%	67.9%	55.3	57.5	59.3	-5.3%	55.1%
Total receipts	73.7	82.9	88.7	93.7	8.3%	100.0%	98.8	104.3	109.2	5.3%	100.0%
Payment											
Current payments	65.4	72.5	76.7	72.5	3.5%	100.0%	97.0	104.2	109.8	14.8%	100.0%
Compensation of employees	46.4	48.7	47.2	53.0	4.5%	68.0%	63.4	69.0	73.2	11.4%	66.1%
Goods and services	19.1	23.8	29.5	19.6	0.9%	32.0%	33.6	35.2	36.6	23.2%	33.9%
Total payments	65.4	72.5	76.7	72.5	3.5%	100.0%	97.0	104.2	109.8	14.8%	100.0%

Table 39.58 National Consumer Tribunal statements of financial performance, cash flow and financial position (continued)

Cash flow statement		Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
		2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
R million												
Net cash flow from investing activities		(1.6)	(1.8)	(1.3)	(0.5)	-34.1%	100.0%	(2.1)	(0.7)	(0.7)	13.0%	100.0%
Acquisition of property, plant, equipment and intangible assets		(1.6)	(1.8)	(1.3)	(0.3)	-45.8%	96.1%	(2.1)	(0.7)	(0.7)	37.5%	100.0%
Acquisition of software and other intangible assets		–	–	–	(0.2)	–	3.9%	–	–	–	-100.0%	–
Net increase/(decrease) in cash and cash equivalents		6.7	8.6	10.7	20.7	45.9%	100.0%	(0.3)	(0.6)	(1.2)	-138.7%	100.0%
Statement of financial position												
Carrying value of assets		6.0	6.1	5.6	3.3	-17.9%	16.0%	2.1	2.6	2.7	-6.7%	20.4%
of which:												
Acquisition of assets		(1.6)	(1.8)	(1.3)	(0.3)	-45.8%	100.0%	(2.1)	(0.7)	(0.7)	37.5%	100.0%
Inventory		0.1	0.1	0.1	0.0	-35.2%	0.3%	–	0.1	0.1	56.9%	0.7%
Receivables and prepayments		0.9	2.7	1.4	1.1	6.3%	4.6%	0.9	2.2	2.3	29.1%	15.0%
Cash and cash equivalents		22.5	31.1	39.4	10.6	-22.2%	79.2%	7.3	7.7	8.0	-8.9%	63.9%
Total assets		29.5	40.0	46.4	15.0	-20.2%	100.0%	10.3	12.6	13.1	-4.4%	100.0%
Accumulated surplus/(deficit)		19.0	26.7	34.0	–	-100.0%	60.9%	–	–	–	–	–
Trade and other payables		6.3	6.2	3.8	6.2	-0.3%	17.2%	4.0	6.2	6.5	1.3%	46.1%
Provisions		4.2	7.2	8.6	8.8	28.1%	22.0%	6.4	6.4	6.7	-8.9%	53.9%
Total equity and liabilities		29.5	40.0	46.4	15.0	-20.2%	100.0%	10.3	12.6	13.1	-4.4%	100.0%

Personnel information

Table 39.59 National Consumer Tribunal personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)						
		Number of posts on approved funded establishment		Actual		Revised estimate		Medium-term expenditure estimate		Medium-term expenditure estimate				2025/26 - 2028/29	2026/27 - 2028/29				
Salary level	64	64	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2025/26 - 2028/29	2026/27 - 2028/29
National Consumer Tribunal																			
Salary level	64	64	64	49.2	0.8	66	55.3	0.8	71	63.4	0.9	70	69.0	1.0	71	73.2	1.0	2.5%	100.0%
1 – 6	10	10	10	3.5	0.4	10	1.9	0.2	10	1.2	0.1	10	4.3	0.4	10	4.6	0.5	–	14.2%
7 – 10	32	32	32	16.3	0.5	32	17.6	0.5	30	18.3	0.6	29	19.3	0.7	30	20.4	0.7	-2.1%	42.0%
11 – 12	9	9	9	8.1	0.9	11	11.5	1.0	17	12.7	0.7	17	13.3	0.8	17	14.4	0.8	15.6%	24.1%
13 – 16	12	12	12	18.7	1.6	12	21.6	1.8	13	28.1	2.2	13	28.9	2.2	13	30.4	2.3	2.7%	18.4%
17 – 22	1	1	1	2.5	2.5	1	2.7	2.7	1	3.2	3.2	1	3.2	3.2	1	3.4	3.4	–	1.4%

1. Rand million.

National Credit Regulator

Selected performance indicators

Table 39.60 National Credit Regulator performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of high impact consumer education and awareness campaigns and activities on the National Credit Act (2005) conducted with targeted stakeholders per year	Improved regulatory environment through consumer education and registrations of entities/persons	An ethical, capable and professional public service	130	140	150	4 ¹	4 ¹	4 ¹	4 ¹
Number of investigations conducted on credit providers related to the compliance with the National Credit Act (2005) per year	Enforcement of National Credit Act (2005)		440	575	490	500	510	520	530

Table 39.60 National Credit Regulator performance indicators by programme/objective/activity and related outcome (continued)

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of enforcement action taken on noncompliance identified per year	Enforcement of National Credit Act (2005)	An ethical, capable and professional public service	96.3% (343/ 356)	93% (535/ 575)	99% (464/ 469)	85%	85%	85%	85%
Number of investigations conducted on debt counsellors relating to compliance with the National Credit Act (2005) per year	Enforcement of National Credit Act (2005)		400	410	420	400	450	500	550
Percentage of enforcement action taken on investigations into identified noncompliant debt counsellors per year	Enforcement of National Credit Act (2005)		— ²	92% (312/ 339)	99% (464/ 469)	80%	85%	85%	85%
Number of investigations conducted on credit bureaus per year	Enforcement of National Credit Act (2005)		5	5	4	6	6	6	6
Percentage of enforcement action taken on investigations into identified noncompliance by credit bureaus per year	Enforcement of National Credit Act (2005)		— ²	— ²	— ²	85%	85%	85%	85%

1. Indicator revised to target high-impact activities using strategic partners.

2. No historical data available.

Entity overview

The National Credit Regulator was established in terms of the National Credit Act (2005) and is responsible for the regulation of the South African credit industry. It is mandated to promote the development of an accessible credit market, particularly to address the needs of historically disadvantaged and low-income individuals, and remote, isolated or low-density communities.

Over the medium term, the regulator will focus on delivering consumer education, research and policy development; registering industry participants; investigating complaints; and enforcing compliance with the National Credit Act (2005). To support these functions, the regulator received an additional R20 million from the department in 2025/26 to enhance its ICT and strengthen its internal capacity to conduct investigations through additional investigators and support personnel. These enhancements will strengthen the internal capacity of the regulator to conduct a targeted 1 560 investigations into the cost of credit, with enforcement action taken in 1 326 cases in which noncompliance is identified. The regulator also plans to conduct 1 500 investigations into debt counsellors and take enforcement action in 1 275 cases where noncompliance is detected.

Expenditure is expected to decrease at an average annual rate of 3.3 per cent, from R201.1 million in 2025/26 to R181.6 million in 2028/29, due to an additional one-off allocation in 2025/26 to fund ICT infrastructure. The regulator anticipates receiving 50.4 per cent (R262 million) of its revenue over the next 3 years through transfers from the department and the remainder through fees charged. Revenue is expected to decrease in line with expenditure.

Programmes/Objectives/Activities

Table 39.61 National Credit Regulator expenditure trends and estimates by programme/objective/activity

	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
R million												
Administration	62.3	59.0	71.2	104.0	18.6%	48.4%	84.5	88.8	93.2	-3.6%	51.3%	
Improved regulatory environment through consumer education and registrations of entities/persons	20.0	38.5	30.9	46.5	32.5%	22.2%	26.8	28.2	29.6	-14.0%	16.3%	
Enforcement of National Credit Act (2005)	48.9	37.6	43.2	50.6	1.2%	29.4%	53.4	56.1	58.9	5.1%	32.4%	
Total	131.2	135.1	145.3	201.1	15.3%	100.0%	164.8	173.0	181.6	-3.3%	100.0%	

Statements of financial performance, cash flow and financial position

Table 39.62 National Credit Regulator statements of financial performance, cash flow and financial position

Statement of financial performance				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Revenue											
Non-tax revenue	51.8	58.9	70.3	99.5	24.3%	44.8%	80.3	85.6	91.5	-2.7%	49.6%
Sale of goods and services other than capital assets	44.8	50.2	62.3	67.0	14.4%	35.8%	71.6	76.5	82.0	7.0%	44.4%
Other non-tax revenue	7.0	8.7	8.0	32.5	67.2%	9.0%	8.7	9.1	9.5	-33.5%	5.3%
Transfers received	83.2	81.5	79.1	101.7	6.9%	55.2%	84.0	87.4	90.1	-4.0%	50.4%
Total revenue	135.0	140.4	149.3	201.1	14.2%	100.0%	164.3	173.0	181.6	-3.3%	100.0%
Expenses											
Current expenses	131.2	135.1	145.3	201.1	15.3%	100.0%	164.8	173.0	181.6	-3.3%	100.0%
Compensation of employees	79.6	84.7	87.6	96.7	6.7%	56.9%	102.6	107.7	113.1	5.4%	62.3%
Goods and services	44.8	42.4	51.2	93.3	27.7%	37.8%	50.5	53.0	55.7	-15.8%	30.6%
Depreciation	6.8	8.0	6.6	11.1	17.5%	5.3%	11.6	12.2	12.8	5.0%	7.1%
Total expenses	131.2	135.1	145.3	201.1	15.3%	100.0%	164.8	173.0	181.6	-3.3%	100.0%
Surplus/(Deficit)	3.8	5.3	4.0	-	-100.0%	-	(0.4)	-	-	-	-
Cash flow statement											
Cash flow from operating activities	22.8	21.7	34.6	31.1	10.9%	100.0%	11.6	12.2	12.8	-25.5%	100.0%
Receipts											
Non-tax receipts	46.8	52.2	53.1	82.6	20.8%	37.8%	60.3	63.3	66.4	-7.0%	37.2%
Sales of goods and services other than capital assets	43.1	45.2	47.6	74.5	20.0%	33.8%	51.7	54.3	57.0	-8.5%	31.9%
Other tax receipts	3.7	7.1	5.5	8.1	29.6%	3.9%	8.5	9.0	9.4	5.0%	5.3%
Transfers received	83.2	81.5	79.1	101.7	6.9%	55.6%	84.0	87.4	90.1	-4.0%	51.2%
Financial transactions in assets and liabilities	2.7	5.0	15.7	17.8	87.2%	6.6%	18.7	19.7	20.7	5.0%	11.6%
Total receipts	132.8	138.8	147.9	202.1	15.0%	100.0%	163.0	170.3	177.2	-4.3%	100.0%
Payment											
Current payments	110.0	117.1	113.3	171.1	15.8%	100.0%	151.4	158.1	164.3	-1.3%	100.0%
Compensation of employees	79.0	85.0	85.4	96.7	7.0%	67.7%	101.6	106.6	112.0	5.0%	67.6%
Goods and services	31.1	32.0	27.9	74.3	33.8%	32.3%	49.8	51.4	52.4	-11.0%	32.4%
Total payments	110.0	117.1	113.3	171.1	15.8%	100.0%	151.4	158.1	164.3	-1.3%	100.0%
Net cash flow from investing activities	(6.2)	(5.8)	(12.0)	(31.1)	70.9%	100.0%	(11.6)	(12.2)	(12.8)	-25.5%	100.0%
Acquisition of property, plant, equipment and intangible assets	(1.7)	(0.2)	(3.3)	(3.2)	25.1%	15.1%	(3.4)	(3.6)	(3.7)	5.0%	29.1%
Acquisition of software and other intangible assets	(4.6)	(5.6)	(8.8)	(27.9)	82.5%	84.9%	(8.3)	(8.7)	(9.1)	-31.1%	70.9%
Net increase/(decrease) in cash and cash equivalents	16.5	15.9	22.6	0.0	-100.0%	100.0%	(0.0)	0.0	0.0	43 703.7%	100.0%
Statement of financial position											
Carrying value of assets	17.8	15.6	21.1	22.2	7.7%	13.7%	23.3	24.4	25.7	5.0%	13.6%
<i>of which:</i>											
Acquisition of assets	(1.7)	(0.2)	(3.3)	(3.2)	25.1%	100.0%	(3.4)	(3.6)	(3.7)	5.0%	100.0%
Receivables and prepayments	3.7	6.3	5.0	5.2	11.9%	3.6%	5.5	5.7	6.0	5.0%	3.2%
Cash and cash equivalents	90.5	106.4	128.9	135.4	14.4%	82.6%	142.1	149.2	156.7	5.0%	83.2%
Total assets	112.0	128.3	155.0	162.7	13.3%	100.0%	170.9	179.4	188.4	5.0%	100.0%
Accumulated surplus/(deficit)	47.6	52.9	56.9	59.7	7.9%	38.9%	62.7	65.9	69.2	5.0%	36.7%
Deferred income	4.2	6.4	8.8	9.2	30.3%	5.1%	9.7	10.2	10.7	5.0%	5.7%
Trade and other payables	57.8	67.5	21.5	22.6	-26.9%	30.4%	23.7	24.9	26.1	5.0%	13.9%
Provisions	2.4	1.5	0.8	0.9	-28.5%	1.0%	0.9	1.0	1.0	5.0%	0.5%
Derivatives financial instruments	-	-	67.0	70.3	-	24.6%	73.8	77.5	81.4	5.0%	43.2%
Total equity and liabilities	112.0	128.3	155.0	162.7	13.3%	100.0%	170.9	179.4	188.4	5.0%	100.0%

Personnel information

Table 39.63 National Credit Regulator personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment														Average growth rate of personnel posts (%)	Average: salary level/ Total (%)		
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2024/25			2025/26			2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29				
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			Number	Cost	Unit cost	
National Credit Regulator																			
Salary level	181	191	167	87.6	0.5	164	96.7	0.6	191	102.6	0.5	191	107.7	0.6	191	113.1	0.6	5.2%	100.0%
1 – 6	61	66	58	12.2	0.2	58	13.8	0.2	66	14.7	0.2	66	15.4	0.2	66	16.2	0.2	4.4%	34.6%
7 – 10	91	96	83	40.9	0.5	82	46.7	0.6	96	48.8	0.5	96	51.2	0.5	96	53.8	0.6	5.4%	50.3%
11 – 12	14	14	13	15.0	1.2	12	16.6	1.4	14	17.7	1.3	14	18.6	1.3	14	19.5	1.4	5.3%	7.3%
13 – 16	14	14	12	15.9	1.3	12	16.2	1.4	14	17.5	1.3	14	18.4	1.3	14	19.3	1.4	5.3%	7.3%
17 – 22	1	1	1	3.5	3.5	–	3.5	–	1	3.9	3.9	1	4.0	4.0	1	4.3	4.3	–	0.5%

1. Rand million.

National Empowerment Fund

Selected performance indicators

Table 39.64 National Empowerment Fund performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Value of disbursements per year	Administration	Increased employment and work opportunities	R1.2bn	R856m	R1.5bn	R1.5bn	R1.5bn	R1.8bn	R2bn
Job opportunities supported per year	Administration		4 598	6 526	10 500	10 500	10 500	12 250	14 000

Entity overview

The National Empowerment Fund was established in terms of the National Empowerment Fund Act (1998) to promote and facilitate black economic empowerment and economic transformation. In providing financial and non-financial support to black businesses and structuring accessible retail savings products for black people, the fund is mandated to implement the codes of good practice for black economic empowerment. Funding is disbursed to beneficiaries through 5 core divisions: SMMEs, rural development, venture capital, corporate finance and women's empowerment.

The fund will focus on supporting government's national priorities over the medium term by transforming the domestic economy in priority sectors such as manufacturing, agro-processing, minerals beneficiation, infrastructure and tourism. To achieve this, it plans to leverage strategic partnerships, including with providers of venture capital, to support investment activities. The value of disbursements is expected to increase from R1.5 billion in 2025/26 to R2 billion in 2028/29 in line with a projected increase in lending activities as the entity implements the Transformation Fund. Within this funding, the number of job opportunities supported is expected to increase from 10 500 in 2025/26 to 14 000 in 2028/29, reflecting improved targeting and the labour-intensive nature of funded projects.

Expenditure is expected to increase at an average annual rate of 4.9 per cent, from R635.8 million in 2025/26 to R733.6 million in 2028/29. This is mainly due to an increase in spending on compensation of employees at an average annual rate of 10.5 per cent, from R289 million in 2025/26 to R389.7 million in 2028/29 as the fund plans to fill 58 additional contract posts to assist with implementation of the Transformation Fund. Spending on goods and services is projected to account for 44.9 per cent (R910.7 million) of the total budget over the period ahead. The fund expects to derive all its revenue over the MTEF period through interest and dividends. Revenue is expected to increase at an average annual rate of 3.1 per cent, from R692.2 million in 2025/26 to R758.1 million in 2028/29, driven by an increase in lending.

Programmes/Objectives/Activities

Table 39.65 National Empowerment Fund expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Administration	604.4	658.0	681.9	635.8	1.7%	100.0%	619.5	676.0	733.6	4.9%	100.0%
Total	604.4	658.0	681.9	635.8	1.7%	100.0%	619.5	676.0	733.6	4.9%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.66 National Empowerment Fund statements of financial performance, cash flow and financial position

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million					2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Revenue											
Non-tax revenue	(207.7)	235.5	827.4	442.2	-228.6%	59.3%	347.1	361.2	380.1	-4.9%	52.3%
Other non-tax revenue	(207.7)	235.5	827.4	442.2	-228.6%	59.3%	347.1	361.2	380.1	-4.9%	52.3%
Transfers received	247.4	131.1	260.5	250.0	0.3%	40.7%	283.5	330.8	378.0	14.8%	47.7%
Total revenue	39.7	366.6	1 087.9	692.2	159.4%	100.0%	630.6	692.0	758.1	3.1%	100.0%
Expenses											
Current expenses	556.7	616.3	633.3	635.8	4.5%	94.6%	619.5	676.0	733.6	4.9%	100.0%
Compensation of employees	203.0	220.6	218.5	289.0	12.5%	36.1%	346.8	367.7	389.7	10.5%	54.4%
Goods and services	351.2	393.5	412.7	342.5	-0.8%	58.1%	267.6	303.5	339.6	-0.3%	44.9%
Depreciation	2.5	2.1	2.1	4.3	20.2%	0.4%	5.1	4.9	4.3	-	0.7%
Transfers and subsidies	47.7	41.8	48.7	-	-100.0%	5.4%	-	-	-	-	-
Total expenses	604.4	658.0	681.9	635.8	1.7%	100.0%	619.5	676.0	733.6	4.9%	100.0%
Surplus/(Deficit)	(564.7)	(291.4)	405.9	56.4	-146.4%		11.1	16.0	24.5	-24.3%	
Cash flow statement											
Cash flow from operating activities	(45.8)	(36.7)	16.3	(228.9)	71.0%	100.0%	(314.3)	(360.5)	(414.4)	21.9%	100.0%
Receipts											
Non-tax receipts	230.2	267.5	310.6	157.4	-11.9%	96.6%	147.4	128.9	103.2	-13.1%	98.3%
Other tax receipts	230.2	267.5	310.6	157.4	-11.9%	96.6%	147.4	128.9	103.2	-13.1%	98.3%
Financial transactions in assets and liabilities	13.5	8.4	6.9	5.1	-27.7%	3.4%	2.8	1.8	1.8	-29.3%	1.7%
Total receipts	243.7	276.0	317.5	162.5	-12.6%	100.0%	150.2	130.7	105.0	-13.6%	100.0%
Payment											
Current payments	289.5	312.7	301.1	391.5	10.6%	100.0%	464.4	491.1	519.4	9.9%	100.0%
Compensation of employees	203.0	220.6	218.5	289.0	12.5%	71.9%	346.8	367.7	389.7	10.5%	74.9%
Goods and services	86.5	92.0	82.6	102.5	5.8%	28.1%	117.6	123.5	129.6	8.2%	25.1%
Total payments	289.5	312.7	301.1	391.5	10.6%	100.0%	464.4	491.1	519.4	9.9%	100.0%
Net cash flow from advancing activities (financial institutions only)	(391.9)	(314.1)	(474.5)	620.6	-216.6%	100.0%	71.3	(9.2)	(92.0)	-152.9%	100.0%
Disbursements and other payments	(1 071.5)	(914.2)	(1 756.6)	(1 500.0)	11.9%	936.4%	(1 500.0)	(1 750.0)	(2 000.0)	10.1%	17 562.6%
Repayments and other receipts	679.5	600.1	1 282.2	2 120.6	46.1%	-836.4%	1 571.3	1 740.8	1 908.0	-3.5%	17 462.6%
Net cash flow from investing activities	(0.9)	(1.7)	4.8	(55.0)	297.0%	100.0%	(17.0)	(4.0)	(4.0)	-58.3%	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.9)	(1.7)	(4.2)	(55.0)	297.0%	117.0%	(17.0)	(4.0)	(4.0)	-58.3%	100.0%
Other flows from investing activities	-	-	9.0	-	-	-17.0%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	(438.6)	(352.5)	(453.4)	336.7	-191.6%	100.0%	(259.9)	(373.6)	(510.4)	-214.9%	100.0%

Table 39.66 National Empowerment Fund statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets of which:	3.1	2.7	4.9	64.0	175.3%	0.3%	10.2	10.6	10.7	-45.0%	0.2%
Acquisition of assets	(0.9)	(1.7)	(4.2)	(55.0)	297.0%	100.0%	(17.0)	(4.0)	(4.0)	-58.3%	100.0%
Investments	1 657.6	1 366.9	1 661.1	1 961.5	5.8%	28.7%	1 665.3	1 674.3	1 754.9	-3.6%	26.4%
Loans	1 751.4	2 009.7	2 283.0	2 193.3	7.8%	35.6%	2 421.1	2 810.1	3 626.7	18.2%	45.8%
Receivables and prepayments	48.8	49.7	39.3	45.5	-2.3%	0.8%	44.5	45.2	45.1	-0.3%	0.7%
Cash and cash equivalents	2 586.7	2 234.2	1 780.8	1 391.1	-18.7%	34.5%	1 794.8	1 724.5	1 691.5	6.7%	27.0%
Total assets	6 047.6	5 663.2	5 769.0	5 655.5	-2.2%	100.0%	5 935.8	6 264.6	7 128.8	8.0%	100.0%
Accumulated surplus/(deficit)	2 073.9	1 782.5	2 188.4	2 682.1	9.0%	37.7%	2 292.3	2 381.2	2 491.4	-2.4%	37.1%
Capital and reserves	2 468.4	2 468.4	2 468.4	2 468.4	-	42.7%	2 468.4	2 468.4	2 468.4	-	38.3%
Capital reserve fund	1 419.2	1 328.3	1 030.1	412.8	-33.7%	18.1%	1 088.4	1 324.2	2 073.9	71.3%	23.2%
Trade and other payables	76.8	74.7	72.9	82.8	2.6%	1.3%	86.7	90.8	95.0	4.7%	1.4%
Derivatives financial instruments	9.2	9.2	9.2	9.2	-	0.2%	-	-	-	-100.0%	-
Total equity and liabilities	6 047.6	5 663.2	5 769.0	5 655.5	-2.2%	100.0%	5 935.8	6 264.6	7 128.8	8.0%	100.0%

Personnel information

Table 39.67 National Empowerment Fund personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026			Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)					
Number of approved funded posts	Number of posts on establishment	Number of posts on establishment	Actual		Revised estimate			Medium-term expenditure estimate											
			2024/25	2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29										
National Empowerment Fund			Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost					
Salary level	278	278	227	218.5	1.0	278	289.0	1.0	336	346.8	1.0	336	367.7	1.1	336	389.7	1.2	6.5%	100.0%
1 - 6	37	37	37	10.1	0.3	37	11.4	0.3	37	10.9	0.3	37	11.5	0.3	37	12.0	0.3	-	11.0%
7 - 10	73	73	73	52.8	0.7	73	59.6	0.8	73	57.0	0.8	73	59.8	0.8	73	62.9	0.9	-	21.7%
11 - 12	130	130	79	66.6	0.8	130	117.7	0.9	188	182.9	1.0	188	195.7	1.0	188	208.9	1.1	13.1%	56.0%
13 - 16	37	37	37	84.4	2.3	37	95.2	2.6	37	91.1	2.5	37	95.5	2.6	37	100.4	2.7	-	11.0%
17 - 22	1	1	1	4.6	4.6	1	5.1	5.1	1	4.9	4.9	1	5.2	5.2	1	5.4	5.4	-	0.3%

1. Rand million.

National Gambling Board

Selected performance indicators

Table 39.68 National Gambling Board performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of reports on the gambling sector's performance submitted to the accounting authority per year	Corporate services and research	Increased trade and investment	5	4	4	4	5	5	5
Number of economic analysis and research reports on the impact of gambling submitted to the accounting authority per year	Corporate services and research		4	1	1	1	1	1	1
Number of broad-based public education interventions conducted on the risks and socioeconomic impact of gambling per year	Corporate services and research	An ethical, capable and professional public service	76	63	40	40	40	40	40
Value of revenue generated through the limited payout machine sector per year	Gaming control and compliance	Accelerated growth of strategic industrial and labour-intensive sectors	-1	-1	-1	-1	R2.5bn	R2.5bn	R2.5bn

Table 39.68 National Gambling Board performance indicators by programme/objective/activity and related outcome (continued)

Indicator	Programme/Objective/ Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of evaluation notices issued to provincial gambling boards per year	Gaming control and compliance	An ethical, capable and professional public service	-1	-1	-1	-1	9	9	9
Number of interventions to combat illegal gambling through initiated raids and inspections per year	Enforcement		-1	-1	-1	8	16	16	16

1. No historical data available.

Entity overview

The National Gambling Board was established in terms of the National Gambling Act (2004). It is mandated to maintain a legal, safe and crime-free gambling environment and protect gamblers from exploitation. The board's ongoing focus is on monitoring the socioeconomic patterns of gambling activities; conducting research on the impact of addictive and compulsive gambling; maintaining a national central electronic monitoring system, a national registry of gambling machines and devices, and other prescribed national registers; and conducting public education and awareness campaigns on the impact of gambling.

Over the period ahead, the board will focus on reviewing and developing policies and regulations intended to ensure that the gambling industry is safe, fair and well regulated. To achieve this, with an allocation of R549 million over the period ahead, it plans to commission 3 socioeconomic impact studies on the prevalence of gambling and monitor gambling in the limited payout machine sector. The board expects to facilitate the generation of R7.5 billion in revenue in this sector over the medium term through the national central electronic monitoring system. To promote responsible gambling, the board plans to intensify public awareness about the risks and socioeconomic impact of gambling by conducting 120 broad-based public education interventions across the country at a projected cost of R12.2 million over the next 3 years. To combat illegal gambling, the board plans to conduct 48 raids and inspections over the medium term at a projected cost of R33.6 million.

Expenditure is expected to increase at an average annual rate of 2.8 per cent, from R267.4 million in 2025/26 to R290.2 million in 2028/29, with spending on goods and services accounting for an estimated 73.9 per cent (R632 million) of total expenditure over the medium term. Spending on compensation of employees is expected to increase at an average annual rate of 6.9 per cent, from R63.1 million in 2025/26 to R77.1 million in 2028/29, mainly driven by the hiring of 4 more officials, 3 of whom will be responsible for conducting raids to combat illegal gambling, monitor compliance in the gambling industry and educate the public on the socioeconomic harms of gambling, among other things. The board expects to generate 83.5 per cent (R714.4 million) of its revenue over the medium term through the monitoring fee levied against active limited payout machines in the gambling industry and the remainder through transfers from the department. Revenue is expected to increase in line with expenditure.

Programmes/Objectives/Activities

Table 39.69 National Gambling Board expenditure trends and estimates by programme/objective/activity

R million	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
Administration	18.9	20.0	16.5	14.8	-7.7%	6.4%	15.9	16.9	17.8	6.4%	5.9%	
Corporate services and research	36.8	43.1	47.2	49.3	10.2%	16.0%	59.8	62.8	71.6	13.3%	22.7%	
Gaming control and compliance	220.1	215.8	205.6	193.4	-4.2%	75.9%	193.9	194.3	188.8	-0.8%	67.5%	
Enforcement	-	-	9.0	9.9	-	1.7%	10.5	11.2	11.9	6.4%	3.9%	
Total	275.8	278.8	278.3	267.4	-1.0%	100.0%	280.1	285.1	290.2	2.8%	100.0%	

Statements of financial performance, cash flow and financial position

Table 39.70 National Gambling Board statements of financial performance, cash flow and financial position

Statement of financial performance												
	Audited outcome				Revised estimate	Average growth rate (%)		Medium-term expenditure estimate			Average Expenditure/ Total (%)	
	2022/23	2023/24	2024/25	2025/26		2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
R million												
Revenue												
Non-tax revenue	253.5	245.1	245.6	231.6	-3.0%	87.4%	243.1	246.9	250.8	2.7%	86.5%	
Sale of goods and services other than capital assets	247.3	236.4	232.0	223.1	-3.4%	84.1%	234.6	238.1	241.7	2.7%	83.5%	
Other non-tax revenue	6.2	8.8	13.6	8.5	11.0%	3.3%	8.6	8.8	9.1	2.2%	3.1%	
Transfers received	36.5	33.2	34.6	35.8	-0.6%	12.6%	37.0	38.5	39.7	3.5%	13.5%	
Total revenue	290.0	278.3	280.2	267.4	-2.7%	100.0%	280.1	285.4	290.4	2.8%	100.0%	
Expenses												
Current expenses	275.8	278.8	278.3	267.4	-1.0%	100.0%	280.1	285.1	290.2	2.8%	100.0%	
Compensation of employees	41.3	50.0	56.0	63.1	15.2%	19.1%	67.8	72.3	77.1	6.9%	25.4%	
Goods and services	231.9	226.9	220.3	202.1	-4.5%	80.1%	210.2	210.8	211.0	1.4%	73.9%	
Depreciation	2.6	1.9	2.1	2.1	-6.7%	0.8%	2.1	2.1	2.1	-	0.7%	
Total expenses	275.8	278.8	278.3	267.4	-1.0%	100.0%	280.1	285.1	290.2	2.8%	100.0%	
Surplus/(Deficit)	14.2	(0.5)	1.9	-	-100.0%	-	-	-	-	-	-	
Cash flow statement												
Cash flow from operating activities	23.7	7.7	2.2	0.7	-68.9%	100.0%	6.3	7.9	9.6	137.4%	100.0%	
Receipts												
Non-tax receipts	255.2	243.2	236.7	266.5	1.4%	87.4%	243.0	246.6	250.5	-2.0%	86.5%	
Sales of goods and services other than capital assets	249.7	234.8	228.2	257.0	1.0%	84.6%	234.4	237.8	241.4	-2.1%	83.4%	
Other tax receipts	5.6	8.4	8.5	9.5	19.4%	2.8%	8.6	8.8	9.1	-1.3%	3.1%	
Transfers received	36.5	33.2	34.6	35.8	-0.6%	12.2%	37.0	38.5	39.7	3.5%	13.5%	
Financial transactions in assets and liabilities	-	-	4.8	-	-	0.4%	-	-	-	-	-	
Total receipts	291.7	276.4	276.2	302.2	1.2%	100.0%	280.0	285.1	290.1	-1.4%	100.0%	
Payment												
Current payments	268.0	268.7	274.0	301.5	4.0%	100.0%	273.7	277.2	280.6	-2.4%	100.0%	
Compensation of employees	39.6	49.5	55.7	60.8	15.4%	18.5%	67.8	72.3	77.1	8.2%	26.1%	
Goods and services	228.5	219.2	218.3	240.7	1.8%	81.5%	206.0	204.9	203.5	-5.4%	73.9%	
Total payments	268.0	268.7	274.0	301.5	4.0%	100.0%	273.7	277.2	280.6	-2.4%	100.0%	
Net cash flow from investing activities	-	(42.2)	(8.0)	(0.7)	-	100.0%	(0.8)	(0.4)	(0.5)	-13.7%	100.0%	
Acquisition of property, plant, equipment and intangible assets	-	(41.8)	(7.8)	(0.5)	-	98.6%	(0.8)	(0.4)	(0.5)	-3.5%	100.0%	
Acquisition of software and other intangible assets	-	(0.4)	(0.2)	(0.2)	-	1.4%	-	-	-	-100.0%	-	
Net increase/(decrease) in cash and cash equivalents	23.7	(34.5)	(5.8)	0.0	-91.4%	100.0%	5.5	7.5	9.1	746.9%	100.0%	
Statement of financial position												
Carrying value of assets	5.0	45.3	54.8	6.0	6.6%	20.6%	59.9	59.9	59.9	115.1%	43.6%	
<i>of which:</i>												
Acquisition of assets	-	(41.8)	(7.8)	(0.5)	-	100.0%	(0.8)	(0.4)	(0.5)	-3.5%	100.0%	
Inventory	0.0	0.1	0.1	0.0	-	0.1%	0.3	0.3	0.3	83.3%	0.2%	
Receivables and prepayments	18.4	19.4	23.6	17.7	-1.3%	14.7%	0.1	0.1	0.1	-80.7%	0.1%	
Cash and cash equivalents	103.5	69.1	63.3	112.8	2.9%	64.7%	77.2	77.2	77.2	-11.9%	56.1%	
Total assets	127.0	133.9	141.8	136.6	2.5%	100.0%	137.6	137.6	137.6	0.2%	100.0%	
Accumulated surplus/(deficit)	83.7	82.4	85.1	93.9	3.9%	64.0%	93.9	93.9	93.9	-	68.3%	
Trade and other payables	41.9	50.0	55.1	41.5	-0.3%	34.9%	42.1	42.1	42.1	0.5%	30.6%	
Provisions	1.4	1.4	1.6	1.3	-2.5%	1.1%	1.6	1.6	1.6	7.5%	1.2%	
Total equity and liabilities	127.0	133.9	141.8	136.6	2.5%	100.0%	137.6	137.6	137.6	0.2%	100.0%	

Personnel information

Table 39.71 National Gambling Board personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)		
Number of funded posts	Number of approved establishment	Actual			Revised estimate			Medium-term expenditure estimate												
		2024/25			2025/26			2026/27			2027/28			2028/29						
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2025/26 - 2028/29	2026/27 - 2028/29		
National Gambling Board		42	42	37	56.0	1.5	42	63.1	1.5	46	67.8	1.5	46	72.3	1.6	46	77.1	1.7	3.1%	100.0%
Salary level	42	42	37	56.0	1.5	42	63.1	1.5	46	67.8	1.5	46	72.3	1.6	46	77.1	1.7	3.1%	100.0%	
1 – 6	6	6	4	5.2	1.3	6	5.8	1.0	10	6.9	0.7	10	7.3	0.7	10	7.8	0.8	18.6%	21.7%	
7 – 10	20	20	18	20.6	1.1	20	23.3	1.2	20	24.3	1.2	20	25.9	1.3	20	27.6	1.4	–	43.5%	
11 – 12	2	2	2	2.1	1.1	2	2.4	1.2	2	2.9	1.4	2	3.1	1.5	2	3.3	1.6	–	4.3%	
13 – 16	8	8	8	12.7	1.6	8	14.3	1.8	8	14.7	1.8	8	15.7	2.0	8	16.8	2.1	–	17.4%	
17 – 22	6	6	5	15.4	3.1	6	17.3	2.9	6	18.9	3.2	6	20.2	3.4	6	21.6	3.6	–	13.0%	

1. Rand million.

National Lotteries Commission

Selected performance indicators

Table 39.72 National Lotteries Commission performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of eligible funded projects monitored per year to ensure that funds are used for the intended purpose	Grant funding	Increased employment and work opportunities	– ¹	– ¹	100% (1 091)	100%	100%	100%	100%
Number of education and awareness engagements facilitated nationally per year	Administration	Improved education outcomes and skills	80	132	183	120	150	200	250
Percentage of grants disbursed in line with the regulated 60-day timeframe per year	Administration	Reduced poverty and improved livelihoods	74.4% (1 815/ 2 441)	14% (156/ 1 117) ²	58% (777/ 1 338)	70%	90%	95%	100%
Number of jobs created or retained per year	Grant funding	Increased employment and work opportunities	– ¹	– ¹	3 082	6 500	7 000	7 500	10 000
Percentage of applications adjudicated within 150 days per year	Grant funding	Increased employment and work opportunities	81.1% (7 645/ 9 427)	4.8% ² (254/ 5 303)	50% (1/2)	80%	100%	100%	100%

1. No historical data available.

2. Fewer applications were processed than anticipated due to capacity issues in the adjudication unit.

Entity overview

The National Lotteries Commission, established in terms of the Lotteries Act (1997), is mandated to regulate lotteries and sports pools by preventing unfair practices and ensuring compliance with the act while ensuring that proceeds from the National Lottery Distribution Trust Fund are distributed equitably, transparently and efficiently to advance the socioeconomic wellbeing of vulnerable communities.

Over the medium term, the commission will prioritise a seamless transition from the temporary lottery licence operator to the permanent operator, which is expected to commence its services in June 2026. This transition is a critical institutional milestone and requires strengthened oversight, enhanced regulatory capacity and robust stakeholder coordination to ensure business continuity and the protection of public funds. The commission aims to achieve 100 per cent monitoring coverage of funded projects over the MTEF period, supported by the finalisation of a comprehensive compliance matrix in 2025/26. The commission further plans to modernise its regulatory systems to strengthen internal controls, improve grant management processes and enhance organisational capacity to fulfil its mandate. These initiatives are aimed at ensuring that the commission remains responsive, well governed and strategically positioned to maximise developmental impact and achieve full monitoring coverage of its funded projects by 2028/29. The modernisation drive is projected to cost R31.2 million over the next 3 years.

Expenditure is expected to increase at an average annual rate of 4.7 per cent, from R839 million in 2025/26 to

R963.1 million in 2028/29, driven by a projected increase in the sale of lottery tickets as the incoming operator assumes its duties. Revenue is expected to increase at an average annual rate of 2.2 per cent, from R901.2 million 2025/26 to R963.1 million in 2028/29, due to the anticipated increase in the sale of lottery tickets. The commission derives most of its income from the statutory share of lottery ticket sales transferred from the National Lottery Distribution Trust Fund.

Programmes/Objectives/Activities

Table 39.73 National Lotteries Commission expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Administration	443.7	512.2	554.5	668.4	14.6%	87.1%	755.5	788.4	823.8	7.2%	85.5%
Grant funding	23.0	31.3	36.3	67.6	43.3%	6.3%	64.7	67.5	70.5	1.4%	7.3%
Compliance and regulation	2.1	2.3	58.4	103.0	263.7%	6.6%	63.1	65.9	68.8	-12.6%	7.1%
Total	468.8	545.8	649.2	839.0	21.4%	100.0%	883.2	921.7	963.1	4.7%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.74 National Lotteries Commission statements of financial performance, cash flow and financial position

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Revenue											
Non-tax revenue	4.3	4.9	8.6	2.1	-20.6%	0.8%	5.9	6.2	6.4	44.5%	0.7%
Sale of goods and services other than capital assets	2.8	–	2.8	0.5	-44.6%	0.2%	4.2	4.4	4.6	113.1%	0.5%
Other non-tax revenue	1.5	4.9	5.8	1.7	3.7%	0.5%	1.7	1.8	1.9	3.9%	0.2%
Transfers received	464.5	540.9	640.6	899.1	24.6%	99.2%	877.3	915.6	956.7	2.1%	99.3%
Total revenue	468.8	545.8	649.2	901.2	24.3%	100.0%	883.2	921.7	963.1	2.2%	100.0%
Expenses											
Current expenses	468.8	545.8	649.2	839.0	21.4%	100.0%	883.2	921.7	963.1	4.7%	100.0%
Compensation of employees	278.2	275.1	336.0	374.7	10.4%	50.5%	462.1	482.3	503.9	10.4%	52.3%
Goods and services	183.9	213.5	285.6	438.8	33.6%	44.8%	399.6	417.1	435.8	-0.2%	45.2%
Depreciation	6.7	57.2	27.6	25.6	56.4%	4.7%	21.5	22.4	23.4	-2.9%	2.4%
Total expenses	468.8	545.8	649.2	839.0	21.4%	100.0%	883.2	921.7	963.1	4.7%	100.0%
Surplus/(Deficit)	–	–	–	62.2	–	–	–	–	–	-100.0%	–
Cash flow statement											
Cash flow from operating activities	3.2	30.9	60.5	(15.3)	-268.4%	100.0%	21.5	22.4	23.4	-215.1%	100.0%
Receipts											
Non-tax receipts	0.6	1.2	1.1	0.4	-14.4%	0.1%	1.2	1.3	1.4	50.4%	0.1%
Other tax receipts	0.6	1.2	1.1	0.4	-14.4%	0.1%	1.2	1.3	1.4	50.4%	0.1%
Transfers received	465.0	501.0	653.2	797.2	19.7%	98.4%	877.3	915.6	956.7	6.3%	99.3%
Financial transactions in assets and liabilities	7.6	26.6	0.7	0.5	-60.7%	1.4%	4.7	4.9	5.1	122.3%	0.5%
Total receipts	473.3	528.8	655.1	798.1	19.0%	100.0%	883.2	921.7	963.1	6.5%	100.0%
Payment											
Current payments	470.0	497.9	594.5	813.5	20.1%	100.0%	861.8	899.4	939.7	4.9%	100.0%
Compensation of employees	279.5	294.2	336.0	374.7	10.3%	54.1%	462.1	482.3	503.9	10.4%	53.6%
Goods and services	190.5	203.7	258.5	438.8	32.1%	45.9%	399.6	417.1	435.8	-0.2%	46.4%
Total payments	470.0	497.9	594.5	813.5	20.1%	100.0%	861.8	899.4	939.7	4.9%	100.0%
Net cash flow from investing activities	(1.3)	(30.5)	(49.3)	(68.8)	275.4%	100.0%	(89.5)	(15.5)	(8.1)	-51.0%	100.0%
Acquisition of property, plant, equipment and intangible assets	(1.4)	(30.9)	(25.2)	(52.1)	237.8%	73.0%	(46.6)	(15.5)	(8.1)	-46.2%	62.1%
Acquisition of software and other intangible assets	–	–	(24.2)	(16.7)	–	27.3%	(42.9)	–	–	-100.0%	37.9%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	0.3	0.2	–	-100.0%	-0.4%	–	–	–	–	–
Net increase/(decrease) in cash and cash equivalents	1.9	0.3	11.3	(84.1)	-453.1%	100.0%	(68.0)	6.9	15.3	-156.7%	100.0%

Table 39.74 National Lotteries Commission statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			Medium-term expenditure estimate								
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets	203.5	112.9	134.5	97.0	-21.9%	87.1%	245.8	238.9	223.6	32.1%	87.1%
of which:											
Acquisition of assets	(1.4)	(30.9)	(25.2)	(52.1)	237.8%	100.0%	(46.6)	(15.5)	(8.1)	-46.2%	100.0%
Receivables and prepayments	7.3	9.2	11.6	7.0	-1.4%	5.6%	12.1	12.6	13.1	23.4%	4.6%
Cash and cash equivalents	9.1	9.4	20.7	7.1	-7.6%	7.3%	21.5	22.5	23.4	48.6%	8.3%
Total assets	219.8	131.6	166.7	111.2	-20.3%	100.0%	279.4	274.0	260.2	32.8%	100.0%
Accumulated surplus/(deficit)	-	-	-	-	-	-	105.8	92.8	71.0	-	33.1%
Deferred income	6.1	3.3	0.5	-	-100.0%	1.6%	0.5	0.5	0.5	-	0.2%
Trade and other payables	186.2	119.9	137.3	80.8	-24.3%	83.3%	142.9	149.2	155.7	24.5%	55.0%
Provisions	27.5	8.3	29.0	30.4	3.4%	15.1%	30.2	31.5	32.9	2.7%	11.6%
Total equity and liabilities	219.8	131.6	166.7	111.2	-20.3%	100.0%	279.4	274.0	260.2	32.8%	100.0%

Personnel information

Table 39.75 National Lotteries Commission personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)						
Number of funded posts	Number of approved establishment posts	Actual		Revised estimate			Medium-term expenditure estimate												
		2024/25		2025/26			2026/27		2027/28		2028/29	2025/26 - 2028/29	2026/27 - 2028/29						
National Lotteries Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	373	373	373	336.0	0.9	373	374.7	1.0	373	462.1	1.2	373	482.3	1.3	373	503.9	1.4	-	100.0%
1 – 6	89	89	89	18.4	0.2	89	20.4	0.2	89	25.1	0.3	89	26.2	0.3	89	27.4	0.3	-	23.9%
7 – 10	195	195	195	138.3	0.7	195	168.1	0.9	195	207.4	1.1	195	216.4	1.1	195	226.1	1.2	-	52.3%
11 – 12	10	10	10	14.1	1.4	10	14.3	1.4	10	17.6	1.8	10	18.4	1.8	10	19.2	1.9	-	2.7%
13 – 16	71	71	71	144.5	2.0	71	148.2	2.1	71	182.7	2.6	71	190.7	2.7	71	199.3	2.8	-	19.0%
17 – 22	8	8	8	20.7	2.6	8	23.7	3.0	8	29.3	3.7	8	30.6	3.8	8	31.9	4.0	-	2.1%

1. Rand million.

National Metrology Institute of South Africa

Selected performance indicators

Table 39.76 National Metrology Institute of South Africa performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of new, improved national measurement standards, reference materials and methods developed per year	Keep, maintain and disseminate national measurements	Supportive and sustainable economic policy environment	23	15	4	2	2	2	2
Number of interlaboratory comparisons and proficiency testing schemes initiated, administered or participated in per year	Keep, maintain and disseminate national measurements		23	22	26	10	10	10	10
Percentage of metrological services covered by calibration and measurement capabilities per year	Keep, maintain and disseminate national measurements		91% (947/1 041)	91% (941/1 034)	90.5% (936/1 034)	80%	80%	80%	80%
Number of base units of the International System of Units realised per year	Keep, maintain and disseminate national measurements		6	6	6	6	6	6	6

Entity overview

The National Metrology Institute of South Africa is mandated by the Measurement Units and Measurement Standards Act (2006) to ensure that the country has a scientifically valid and internationally comparable and accepted measurement system, and that the International System of Units is correctly applied. Without this

measurement infrastructure, it is difficult to manufacture to international specifications and tolerances, and ensure the integrity of export and import commodities. This makes the institute's work vital for trade, health, safety and law enforcement.

Over the medium term, the institute will focus on maintaining its capacity to ensure accurate measurements for the country and region, and promote the integrity of measurements at various stages within the value chains of different commodities and manufactured products. To achieve this, over the next 3 years, the institute plans to realise and/or maintain 6 base units per year that are traceable to the International System of Units; and invest in the development of 18 new and improved national measurement standards, reference materials and reference methods in line with industrial requirements. It also plans to participate in 30 inter-laboratory comparisons and proficiency testing schemes. This work is expected to result in expenditure of R272.2 million over the medium term.

Expenditure is expected to increase at an average annual rate of 5.3 per cent, from R194.7 million in 2025/26 to R227.2 million in 2028/29, with spending on compensation of employees constituting an estimated 58.3 per cent (R381 million) of the institute's total budget over the period ahead. The institute expects to derive 80.9 per cent (R528.5 million) of its revenue over the medium term through transfers from the department and the remainder through services rendered and interest.

Programmes/Objectives/Activities

Table 39.77 National Metrology Institute of South Africa expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million											
Administration	103.4	92.8	101.3	105.7	0.7%	42.1%	108.6	111.9	118.8	3.9%	51.9%
Keep, maintain and disseminate national measurements	153.3	159.0	153.1	88.9	-16.6%	57.9%	99.4	106.1	108.4	6.8%	48.1%
Total	256.7	251.8	254.3	194.7	-8.8%	100.0%	207.9	218.0	227.2	5.3%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.78 National Metrology Institute of South Africa statements of financial performance, cash flow and financial position

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
R million											
Revenue											
Non-tax revenue	31.7	40.4	36.3	35.1	3.5%	16.4%	38.1	41.4	45.1	8.7%	19.1%
Sale of goods and services other than capital assets	24.7	28.4	27.0	27.1	3.3%	12.3%	29.9	32.8	36.1	10.0%	15.1%
Other non-tax revenue	7.0	11.9	9.3	8.0	4.5%	4.1%	8.2	8.6	9.0	3.8%	3.9%
Transfers received	195.7	152.7	177.3	203.7	1.3%	83.6%	169.8	176.6	182.1	-3.7%	80.9%
Total revenue	227.4	193.1	213.6	238.9	1.7%	100.0%	207.9	218.0	227.2	-1.7%	100.0%
Expenses											
Current expenses	256.7	251.8	254.3	194.7	-8.8%	100.0%	207.9	218.0	227.2	5.3%	100.0%
Compensation of employees	127.4	116.1	105.6	105.5	-6.1%	47.5%	121.7	127.1	132.2	7.8%	58.3%
Goods and services	79.1	78.8	84.5	89.2	4.1%	34.6%	86.2	90.9	95.0	2.1%	41.7%
Depreciation	50.3	56.9	64.2	-	-100.0%	17.9%	-	-	-	-	-
Total expenses	256.7	251.8	254.3	194.7	-8.8%	100.0%	207.9	218.0	227.2	5.3%	100.0%
Surplus/(Deficit)	(29.4)	(58.7)	(40.8)	44.2	-214.6%		-	-	-	-100.0%	

Table 39.78 National Metrology Institute of South Africa statements of financial performance, cash flow and financial position (continued)

Cash flow statement				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Cash flow from operating activities	13.5	3.0	39.7	34.2	36.2%	100.0%	-	-	-	-100.0%	-
Receipts											
Non-tax receipts	32.7	39.2	35.6	35.1	2.5%	16.5%	38.1	41.4	45.1	8.7%	19.1%
Sales of goods and services other than capital assets	26.1	27.2	27.3	27.1	1.4%	12.5%	29.9	32.8	36.1	10.0%	15.1%
Other tax receipts	6.6	11.9	8.3	8.0	6.5%	4.0%	8.2	8.6	9.0	3.8%	3.9%
Transfers received	195.7	152.7	177.3	193.7	-0.3%	83.3%	169.8	176.6	182.1	-2.0%	80.9%
Financial transactions in assets and liabilities	0.4	-	0.9	-	-100.0%	0.1%	-	-	-	-	-
Total receipts	228.7	191.9	213.8	228.9	-	100.0%	207.9	218.0	227.2	-0.2%	100.0%
Payment											
Current payments	215.2	188.9	174.1	194.7	-3.3%	100.0%	207.9	218.0	227.2	5.3%	100.0%
Compensation of employees	142.0	116.1	105.6	105.5	-9.4%	60.7%	121.7	127.1	132.2	7.8%	58.3%
Goods and services	73.2	72.8	68.6	89.2	6.8%	39.3%	86.2	90.9	95.0	2.1%	41.7%
Total payments	215.2	188.9	174.1	194.7	-3.3%	100.0%	207.9	218.0	227.2	5.3%	100.0%
Net cash flow from investing activities	(59.1)	(38.7)	(5.4)	(44.2)	-9.2%	100.0%	-	-	-	-100.0%	-
Acquisition of property, plant, equipment and intangible assets	(57.8)	(36.1)	(5.5)	(44.2)	-8.5%	97.3%	-	-	-	-100.0%	-
Acquisition of software and other intangible assets	(0.2)	(2.6)	-	-	-100.0%	1.9%	-	-	-	-	-
Proceeds from the sale of property, plant, equipment and intangible assets	-	0.0	0.0	-	-	-	-	-	-	-	-
Other flows from investing activities	(1.1)	-	-	-	-100.0%	0.8%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	(45.6)	(35.8)	34.3	(10.0)	-39.7%	100.0%	-	-	-	-100.0%	-
Statement of financial position											
Carrying value of assets of which:	539.6	520.7	458.9	427.1	-7.5%	81.0%	498.2	453.2	412.2	-1.2%	84.4%
Acquisition of assets	(57.8)	(36.1)	(5.5)	(44.2)	-8.5%	100.0%	-	-	-	-100.0%	-
Inventory	9.0	10.3	10.7	9.3	1.1%	1.6%	8.8	8.4	8.0	-5.0%	1.6%
Receivables and prepayments	42.4	32.2	28.8	23.7	-17.6%	5.3%	23.9	28.4	24.5	1.1%	4.8%
Cash and cash equivalents	89.1	53.3	87.6	61.3	-11.7%	12.1%	55.2	49.7	44.7	-10.0%	9.3%
Total assets	680.1	616.5	585.9	521.5	-8.5%	100.0%	586.1	539.6	489.4	-2.1%	100.0%
Accumulated surplus/(deficit)	662.2	603.5	562.8	509.7	-8.4%	97.3%	573.7	527.9	479.4	-2.0%	97.9%
Trade and other payables	17.8	13.0	23.2	11.7	-13.0%	2.7%	12.4	11.7	10.0	-5.3%	2.1%
Total equity and liabilities	680.1	616.5	585.9	521.5	-8.5%	100.0%	586.1	539.6	489.4	-2.1%	100.0%

Personnel information

Table 39.79 National Metrology Institute of South Africa personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: salary level/ Total (%)				
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2024/25		2025/26		2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29						
National Metrology Institute of South Africa		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	141	212	129	105.6	0.8	140	105.5	0.8	146	121.7	0.8	146	127.1	0.9	146	132.2	0.9	1.4%	100.0%
1 – 6	9	7	8	3.3	0.4	9	2.5	0.3	9	3.7	0.4	9	3.8	0.4	9	4.0	0.4	-	6.2%
7 – 10	83	130	72	44.8	0.6	83	45.5	0.5	88	53.3	0.6	88	55.7	0.6	88	57.9	0.7	2.0%	60.3%
11 – 12	31	52	29	28.8	1.0	31	30.8	1.0	31	32.8	1.1	31	34.3	1.1	31	35.6	1.1	-	21.2%
13 – 16	17	22	20	28.7	1.4	16	25.7	1.6	17	28.4	1.7	17	29.7	1.7	17	30.8	1.8	2.0%	11.6%
17 – 22	1	1	-	-	-	1	0.9	0.9	1	3.5	3.5	1	3.7	3.7	1	3.8	3.8	-	0.7%

1. Rand million.

National Regulator for Compulsory Specifications

Selected performance indicators

Table 39.80 National Regulator for Compulsory Specifications performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of illicit and noncompliant products sanctioned and removed from the market per year	Maximise compliance with all specifications and technical regulations	An ethical, capable and professional public service	– ¹	– ¹	– ¹	20%	25%	25%	25%
Percentage of imported food products complying with the regulator's regulations per year	Maximise compliance with all specifications and technical regulations		– ¹	– ¹	– ¹	100%	100%	100%	100%
Percentage of locally produced food products complying with the regulator's regulations per year	Maximise compliance with all specifications and technical regulations		– ¹	– ¹	– ¹	99%	100%	100%	100%
Rand value of noncompliant products sanctioned per year	Maximise compliance with all specifications and technical regulations		– ¹	– ¹	– ¹	R430m	R500m	R530m	R550m
Rand value of canned meat, fish and fishery products exported from South Africa per year	Maximise compliance with all specifications and technical regulations		– ¹	– ¹	– ¹	R9bn	R9.4bn	R9.6bn	R9.6bn
Percentage of product approval applications processed within set timeframes per year	Maximise compliance with all specifications and technical regulations		95% (14 739/ 15 505)	72% (15 198/ 21 106)	88% (19 667/ 22 290)	95%	98%	98%	98%
Number of compulsory specifications/technical regulations (new and amended) submitted to the department per year	Develop, maintain and administer compulsory specifications and technical regulations		12	12	13	13	8	10	12

1. No historical data available.

Entity overview

The National Regulator for Compulsory Specifications was established in terms of the National Regulator for Compulsory Specifications Act (2008), as amended, to administer compulsory specifications, otherwise known as technical regulations. Over the medium term, the regulator plans to continue dedicating resources to eradicate noncompliant and illicit products to ensure that products traded in the South African economy comply with relevant compulsory specifications or technical regulations.

Accordingly, over the next 3 years, the regulator plans to sanction and remove 25 per cent (R1.6 billion worth) of noncompliant and/or illicit products from the market. It also plans to expand and strengthen the scope of its legal metrology framework, in line with the Legal Metrology Act (2014), to protect consumers against inaccurate measurements. This will include ensuring that 98 per cent of product applications are processed and approved within set timeframes over the MTEF period.

Expenditure is expected to increase at an average annual rate of 4.7 per cent, from R520.1 million in 2025/26 to R596.3 million in 2028/29, with compensation of employees accounting for an estimated 85.4 per cent (R1.5 billion) of total spending over the period ahead. The regulator is set to derive 72.3 per cent (R1.2 billion) of its revenue over the medium term through levies charged to manufacturers and the remainder through transfers from the department. Revenue is expected to increase in line with spending.

Programmes/Objectives/Activities

Table 39.81 National Regulator for Compulsory Specifications expenditure trends and estimates by programme/objective/activity

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Administration	57.2	104.2	57.1	58.6	0.8%	13.1%	61.3	89.3	93.3	16.8%	14.2%
Maximise compliance with all specifications and technical regulations	353.1	334.9	331.4	336.1	-1.6%	64.0%	361.0	379.0	393.8	5.4%	65.8%
Develop, maintain and administer compulsory specifications and technical regulations	11.9	12.9	8.3	14.4	6.5%	2.2%	15.0	15.2	15.9	3.5%	2.7%
Inform and educate stakeholders on the regulator's mandate	12.7	15.7	6.7	12.1	-1.5%	2.2%	12.7	13.3	13.9	4.7%	2.3%
Ensure an optimally capacitated institution	93.7	99.8	96.9	98.9	1.8%	18.4%	103.5	75.9	79.4	-7.1%	15.0%
Total	528.5	567.5	500.5	520.1	-0.5%	100.0%	553.4	572.8	596.3	4.7%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.82 National Regulator for Compulsory Specifications statements of financial performance, cash flow and financial position

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million											
Revenue											
Non-tax revenue	301.1	318.8	368.6	370.8	7.2%	70.1%	399.9	413.1	431.7	5.2%	72.3%
Sale of goods and services other than capital assets	279.5	296.7	329.8	352.6	8.0%	64.9%	379.2	392.9	410.5	5.2%	68.7%
Other non-tax revenue	21.6	22.0	38.8	18.2	-5.5%	5.2%	20.6	20.3	21.2	5.1%	3.6%
Transfers received	147.6	138.6	145.7	149.2	0.4%	29.9%	153.5	159.6	164.6	3.3%	27.7%
Total revenue	448.7	457.4	514.3	520.1	5.0%	100.0%	553.4	572.8	596.3	4.7%	100.0%
Expenses											
Current expenses	528.5	567.5	500.5	520.1	-0.5%	100.0%	553.4	572.8	596.3	4.7%	100.0%
Compensation of employees	413.8	401.3	409.4	434.3	1.6%	78.4%	463.6	492.3	514.4	5.8%	85.4%
Goods and services	108.7	153.9	84.4	78.7	-10.2%	20.1%	82.4	78.5	79.8	0.5%	14.0%
Depreciation	5.7	12.1	6.5	6.8	5.9%	1.5%	7.1	2.0	2.1	-32.0%	0.7%
Interest, dividends and rent on land	0.3	0.3	0.3	0.3	2.1%	0.1%	0.3	-	-	-100.0%	-
Total expenses	528.5	567.5	500.5	520.1	-0.5%	100.0%	553.4	572.8	596.3	4.7%	100.0%
Surplus/(Deficit)	(79.9)	(110.2)	13.8	-	-100.0%		-	-	-		
Cash flow statement											
Cash flow from operating activities	(48.8)	(48.3)	24.5	(20.1)	-25.6%	100.0%	(3.5)	14.8	17.9	-196.3%	100.0%
Receipts											
Non-tax receipts	301.2	334.2	348.2	396.1	9.6%	70.4%	431.1	472.7	493.9	7.6%	74.3%
Sales of goods and services other than capital assets	290.1	327.9	333.7	390.0	10.4%	68.4%	425.0	466.3	487.2	7.7%	73.3%
Other tax receipts	11.2	6.3	14.5	6.1	-18.2%	1.9%	6.1	6.4	6.7	3.1%	1.0%
Transfers received	147.6	138.6	145.7	149.2	0.4%	29.6%	153.5	159.6	169.3	4.3%	25.7%
Total receipts	448.8	472.8	494.0	545.3	6.7%	100.0%	584.6	632.3	663.2	6.7%	100.0%
Payment											
Current payments	497.6	521.1	469.5	565.4	4.3%	100.0%	588.1	617.5	645.3	4.5%	100.0%
Compensation of employees	398.8	423.9	388.9	454.5	4.5%	81.1%	477.2	501.1	523.6	4.8%	81.1%
Goods and services	98.8	97.1	80.6	110.9	3.9%	18.9%	110.9	116.5	121.7	3.1%	18.9%
Total payments	497.6	521.1	469.5	565.4	4.3%	100.0%	588.1	617.5	645.3	4.5%	100.0%
Net cash flow from investing activities	(2.1)	(9.4)	(0.2)	(12.6)	81.8%	100.0%	(12.0)	(12.6)	(13.2)	1.6%	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.3)	(8.4)	-	(7.4)	190.0%	66.0%	(7.5)	(7.9)	(8.3)	3.9%	62.6%
Acquisition of software and other intangible assets	(1.8)	(1.0)	(0.2)	(5.2)	42.8%	34.0%	(4.5)	(4.7)	(4.9)	-1.9%	37.4%
Net cash flow from financing activities	(54.5)	-	-	-	-100.0%	100.0%	-	-	-	-	-
Repayment of finance leases	(54.5)	-	-	-	-100.0%	100.0%	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	(105.4)	(57.7)	24.2	(32.7)	-32.3%	100.0%	(15.5)	2.1	4.7	-152.5%	100.0%

Table 39.82 National Regulator for Compulsory Specifications statements of financial performance, cash flow and financial position (continued)

Statement of financial position		Audited outcome				Revised estimate	Average growth rate (%)	Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/ Total (%)
		2022/23	2023/24	2024/25	2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million													
Carrying value of assets of which:		30.8	33.2	28.5	29.7	-1.2%	19.0%	30.1	31.6	33.0	3.6%	21.9%	
Acquisition of assets		(0.3)	(8.4)	–	(7.4)	190.0%	100.0%	(7.5)	(7.9)	(8.3)	3.9%	100.0%	
Investments		0.6	0.6	0.6	0.6	1.8%	0.4%	0.6	0.7	0.7	5.4%	0.5%	
Receivables and prepayments		112.7	47.0	54.4	75.0	-12.7%	44.9%	71.1	74.6	78.0	1.3%	51.7%	
Cash and cash equivalents		94.4	36.7	60.9	38.4	-25.9%	35.8%	35.7	37.5	39.2	0.7%	26.0%	
Total assets		238.4	117.5	144.3	143.6	-15.5%	100.0%	137.6	144.4	150.9	1.7%	100.0%	
Accumulated surplus/(deficit)		130.3	17.9	31.7	39.5	-32.8%	34.1%	32.5	34.1	35.7	-3.3%	23.6%	
Trade and other payables		54.3	69.5	65.4	48.5	-3.7%	36.9%	47.6	50.0	52.3	2.5%	34.6%	
Provisions		53.8	30.0	47.2	55.7	1.1%	29.0%	57.4	60.3	63.0	4.2%	41.7%	
Total equity and liabilities		238.4	117.5	144.3	143.6	-15.5%	100.0%	137.6	144.4	150.9	1.7%	100.0%	

Personnel information

Table 39.83 National Regulator for Compulsory Specifications personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment											Average growth rate of personnel posts (%)	Average salary level/ Total (%)					
		Actual		Revised estimate			Medium-term expenditure estimate												
Number of approved funded establishment posts	Number of posts on	2024/25		2025/26			2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29					
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost			Unit cost				
National Regulator for Compulsory Specifications																			
Salary level	343	343	343	409.4	1.2	343	434.3	1.3	343	463.6	1.4	343	492.3	1.4	343	514.4	1.5	–	100.0%
1 – 6	13	13	13	8.2	0.6	13	8.6	0.7	13	8.9	0.7	13	9.3	0.7	13	9.8	0.8	–	3.8%
7 – 10	42	42	42	31.7	0.8	42	33.1	0.8	42	35.6	0.8	42	37.4	0.9	42	39.1	0.9	–	12.2%
11 – 12	106	106	106	78.3	0.7	106	88.2	0.8	106	92.3	0.9	106	96.9	0.9	106	101.3	1.0	–	30.9%
13 – 16	182	182	182	291.2	1.6	182	304.4	1.7	182	326.8	1.8	182	348.6	1.9	182	364.3	2.0	–	53.1%

1. Rand million.

South African Bureau of Standards

Selected performance indicators

Table 39.84 South African Bureau of Standards performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of standards published per year	Development of South African national standards	Increased trade and investment	50	404	450	370	380	400	440
Percentage of standards published per year aligned with the reimagined industrial strategy's priority sectors	Development of South African national standards		78.8% (52/66)	84% (42/50)	82.6% (19/23)	80%	80%	80%	90%
Number of new service agreements signed with public-sector clients and organs of state per year	Conformity assessment	An ethical, capable and professional public service	– ¹	– ¹	– ¹	10	15	20	30

Table 39.84 South African Bureau of Standards performance indicators by programme/objective/activity and related outcome (continued)

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of customers retained in subscriptions, certification and consignment inspections per year	Conformity assessment	Increased trade and investment	- ¹	- ¹	- ¹	- ¹	90%	90%	90%
Number of new test methods developed and approved per year	Development of South African national standards		24	26	- ²	15	4	6	8
Percentage of accreditations for laboratory and certification products and services maintained per year	Development of South African national standards		- ¹	- ¹	79% (284/360)	100%	100%	100%	100%
Number of new certification schemes developed and launched per year	Conformity assessment		2	- ²	1	2	2	4	7
Revenue generated from products and services rendered per year	Conformity assessment		R459m	R459m	R462m	R525m	R597m	R683m	R814m

1. No historical data available.

2. Indicator discontinued and reintroduced the following year.

Entity overview

The South African Bureau of Standards was established as a statutory body in terms of the Standards Act (2008) and is part of South Africa's standardisation, quality assurance, and accreditation and metrology technical infrastructure institutions. The bureau is mandated to develop, promote and maintain South African national standards; render conformity assessment services; and promote the quality of commodities, products and services to protect the integrity of the South African market, protect consumers, create a competitive advantage, and facilitate access for South Africans to local and international markets.

Over the medium term, the bureau will continue to implement the digital transformation and infrastructure plan, revitalise testing operations and implement local content verification projects submitted to it by government entities. This will enable the bureau to improve its standard development processes by enhancing digital collaborative tools to effectively engage with stakeholders that participate in its technical committees, enabling faster turnaround times and resulting in the retention of a projected 90 per cent of its customer base. The bureau anticipates spending R2.3 billion over the period ahead to implement the plan and revitalise testing operations.

Expenditure is expected to increase at an average annual rate of 10.7 per cent, from R939 million in 2025/26 to R1.3 billion in 2028/29, driven by a projected increase in spending on goods and services to implement the digital transformation and infrastructure plan. Spending on compensation of employees accounts for an estimated 52.5 per cent (R1.8 billion) of the bureau's projected spending over the medium term.

The bureau expects to generate 68.9 per cent (R2.1 billion) of its revenue over the period ahead through fees for certification, testing, the sale of publications, and consulting and training services, and the remainder through transfers from the department. Revenue is expected to increase at an average annual rate of 11.6 per cent, from R942.2 million in 2025/26 to R1.3 billion in 2028/29, mainly attributable to efficiencies realised through the implementation of the digital transformation and infrastructure plan, particularly in laboratory information management, certification information management and enterprise resource planning.

Programmes/Objectives/Activities

Table 39.85 South African Bureau of Standards expenditure trends and estimates by programme/objective/activity

R million	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25	2025/26				2022/23 - 2025/26	2026/27	2027/28		
Conformity assessment	577.3	590.3	689.1	723.1	7.8%	77.2%	790.6	882.2	996.3	11.3%	77.8%	
Development of South African national standards	166.8	174.9	205.8	216.0	9.0%	22.8%	233.6	250.7	277.6	8.7%	22.2%	
Total	744.1	765.2	894.9	939.0	8.1%	100.0%	1 024.2	1 132.9	1 274.0	10.7%	100.0%	

Statements of financial performance, cash flow and financial position

Table 39.86 South African Bureau of Standards statements of financial performance, cash flow and financial position

Statement of financial performance				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million											
Revenue											
Non-tax revenue	542.6	567.6	616.6	635.0	5.4%	67.3%	687.9	799.9	937.5	13.9%	69.6%
Sale of goods and services other than capital assets	459.5	459.6	534.1	525.4	4.6%	56.4%	597.0	705.0	838.4	16.9%	61.4%
Other non-tax revenue	83.1	108.0	82.5	109.6	9.6%	10.9%	90.9	94.9	99.1	-3.3%	8.2%
Transfers received	290.1	266.9	281.5	307.3	1.9%	32.7%	336.4	352.0	372.5	6.6%	30.4%
Total revenue	832.7	834.5	898.1	942.2	4.2%	100.0%	1 024.3	1 151.8	1 309.9	11.6%	100.0%
Expenses											
Current expenses	725.7	759.3	894.9	939.0	9.0%	99.3%	1 024.2	1 132.9	1 274.0	10.7%	100.0%
Compensation of employees	394.4	407.7	508.9	532.9	10.6%	55.2%	575.2	600.3	627.3	5.6%	52.5%
Goods and services	278.8	306.9	331.6	362.2	9.1%	38.3%	386.5	434.3	516.9	12.6%	39.0%
Depreciation	52.5	44.7	54.5	43.9	-5.8%	5.9%	52.2	54.5	56.9	9.0%	4.8%
Interest, dividends and rent on land	-	-	-	-	-	-	10.3	43.9	72.9	-	3.7%
Transfers and subsidies	18.4	5.9	-	-	-100.0%	0.7%	-	-	-	-	-
Total expenses	744.1	765.2	894.9	939.0	8.1%	100.0%	1 024.2	1 132.9	1 274.0	10.7%	100.0%
Surplus/(Deficit)	88.6	69.4	3.2	3.2	-66.9%		-	18.9	36.0	124.1%	
Cash flow statement											
Cash flow from operating activities	95.4	89.9	67.0	22.6	-38.2%	100.0%	83.9	(18.2)	33.1	13.6%	100.0%
Receipts											
Non-tax receipts	504.7	530.9	558.9	619.2	7.1%	65.6%	774.9	770.2	890.4	12.9%	73.1%
Sales of goods and services other than capital assets	470.8	470.0	523.4	552.4	5.5%	59.7%	733.4	726.9	845.1	15.2%	69.2%
Other tax receipts	34.0	60.8	35.5	66.8	25.3%	5.8%	41.5	43.3	45.2	-12.2%	3.9%
Transfers received	273.1	279.1	327.6	282.7	1.2%	34.4%	286.9	299.9	310.5	3.2%	26.9%
Total receipts	777.8	809.9	886.5	902.0	5.1%	100.0%	1 061.8	1 070.1	1 200.8	10.0%	100.0%
Payment											
Current payments	654.9	696.3	819.5	879.4	10.3%	98.4%	977.9	1 088.3	1 167.8	9.9%	100.0%
Compensation of employees	405.0	418.7	508.9	532.9	9.6%	60.2%	575.2	600.3	627.3	5.6%	55.7%
Goods and services	248.6	275.7	309.3	345.3	11.6%	38.0%	401.3	486.6	539.0	16.0%	44.1%
Interest and rent on land	1.4	1.9	1.2	1.2	-3.4%	0.2%	1.3	1.4	1.5	6.0%	0.1%
Transfers and subsidies	27.5	23.7	-	-	-100.0%	1.6%	-	-	-	-	-
Total payments	682.4	720.0	819.5	879.4	8.8%	100.0%	977.9	1 088.3	1 167.8	9.9%	100.0%
Net cash flow from investing activities	(14.7)	17.4	(115.7)	(106.3)	93.2%	100.0%	(296.7)	(17.4)	0.0	-101.6%	100.0%
Acquisition of property, plant, equipment and intangible assets	(35.9)	(20.7)	(154.8)	(145.5)	59.5%	162.7%	(335.8)	(56.5)	(39.1)	-35.4%	137.4%
Acquisition of software and other intangible assets	(0.6)	(1.0)	-	-	-100.0%	0.7%	-	-	-	-	-
Other flows from investing activities	21.7	39.1	39.1	39.1	21.6%	-63.4%	39.1	39.1	39.1	-	-37.4%
Net cash flow from financing activities	(6.1)	(10.4)	(12.2)	(18.0)	43.5%	100.0%	(30.6)	(30.6)	(30.6)	19.3%	100.0%
Repayment of finance leases	(6.1)	(10.4)	(12.2)	(18.0)	43.5%	100.0%	(30.6)	(30.6)	(30.6)	19.3%	100.0%
Net increase/(decrease) in cash and cash equivalents	74.6	96.9	(60.8)	(101.8)	-210.9%	100.0%	(243.4)	(66.2)	2.5	-129.1%	100.0%
Statement of financial position											
Carrying value of assets	745.5	739.4	918.7	1 014.1	10.8%	51.3%	1 251.6	1 295.7	1 320.3	9.2%	73.3%
<i>of which:</i>											
Acquisition of assets	(35.9)	(20.7)	(154.8)	(145.5)	59.5%	100.0%	(335.8)	(56.5)	(39.1)	-35.4%	100.0%
Investments	145.9	185.1	171.0	192.4	9.7%	10.4%	189.0	208.9	231.5	6.4%	11.9%
Inventory	4.3	2.9	4.4	2.9	-12.8%	0.2%	4.4	4.4	4.4	15.1%	0.2%
Receivables and prepayments	171.5	155.2	192.7	49.7	-33.8%	8.5%	71.7	68.4	81.1	17.8%	4.2%
Cash and cash equivalents	480.8	577.7	340.6	365.3	-8.7%	26.5%	171.7	105.6	138.1	-27.7%	7.9%
Taxation	53.8	73.4	33.6	42.3	-7.7%	3.0%	42.3	42.3	42.3	-	2.4%
Total assets	1 601.8	1 733.7	1 661.1	1 666.6	1.3%	100.0%	1 730.7	1 725.2	1 817.6	2.9%	100.0%
Accumulated surplus/(deficit)	834.8	904.2	881.4	947.4	4.3%	53.5%	897.2	916.1	982.1	1.2%	53.0%
Capital and reserves	90.2	91.7	90.2	91.7	0.5%	5.5%	91.7	91.7	91.7	-	5.2%
Finance lease	-	-	-	11.3	-	0.2%	15.1	20.4	26.4	32.5%	1.2%
Deferred income	403.8	424.8	443.9	463.4	4.7%	26.1%	494.7	515.8	536.2	5.0%	29.3%
Trade and other payables	181.5	197.5	146.7	66.8	-28.3%	8.9%	165.2	115.6	115.6	20.1%	7.5%
Provisions	82.3	65.7	79.9	69.4	-5.6%	4.5%	44.0	38.6	33.6	-21.5%	2.2%
Derivatives financial instruments	9.1	49.8	18.9	16.7	22.5%	1.4%	22.7	27.0	32.1	24.4%	1.6%
Total equity and liabilities	1 601.8	1 733.7	1 661.1	1 666.6	1.3%	100.0%	1 730.7	1 725.2	1 817.6	2.9%	100.0%

Personnel information

Table 39.87 South African Bureau of Standards personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment											Average growth rate of personnel posts (%)	Average: salary level/ Total (%)					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2024/25		2025/26		2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29						
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
South African Bureau of Standards		733	508.9	0.7	733	532.9	0.7	733	575.2	0.8	733	600.3	0.8	733	627.3	0.9	-	100.0%	
Salary level																			
1 – 6	205	205	205	42.3	0.2	205	44.3	0.2	205	47.8	0.2	205	49.9	0.2	205	52.1	0.3	-	28.0%
7 – 10	278	278	278	157.2	0.6	278	164.6	0.6	278	177.7	0.6	278	185.4	0.7	278	193.7	0.7	-	37.9%
11 – 12	217	217	217	246.0	1.1	217	257.6	1.2	217	278.1	1.3	217	290.2	1.3	217	303.2	1.4	-	29.6%
13 – 16	23	23	23	35.5	1.5	23	37.2	1.6	23	40.1	1.7	23	41.9	1.8	23	43.7	1.9	-	3.1%
17 – 22	10	10	10	28.0	2.8	10	29.3	2.9	10	31.6	3.2	10	33.0	3.3	10	34.5	3.4	-	1.4%

1. Rand million.

South African National Accreditation System

Selected performance indicators

Table 39.88 South African National Accreditation System performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of accredited organisations per year	Accreditation provision	An enabling environment for investment and improved competitiveness through structural reforms	2 059	2 152	2 187	2 232	2 277	2 322	2 367
Average turnaround time to process accreditation and issue an approval certificate per year	Accreditation provision	An enabling environment for investment and improved competitiveness through structural reforms	16 days	16 days	16 days	13 days	13 days	13 days	13 days

Entity overview

The South African National Accreditation System was established in terms of the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act (2006). It is mandated to accredit or monitor for good laboratory practice and compliance; promote accreditation as a means of facilitating international trade to enhance South Africa's economic performance and transformation; and promote the competence and equivalence of accredited bodies, and good laboratory practice facilities compliant with the act. The entity provides accreditation services that directly affect conformity assessment bodies, industry sectors and the economy by facilitating the acceptance of test, inspection and certification results nationally, regionally and internationally. This work significantly reduces the risk of South Africa's goods and services being rejected in various markets and platforms.

The entity will prioritise expanding the recognition and acceptance of its conformity assessment outcomes over the medium term by accrediting a targeted 6 966 conformity assessment bodies. For this purpose, R270.8 million over the medium term is allocated in the accreditation programme, which accounts for 53 per cent of the entity's total projected expenditure over the period ahead.

Total expenditure is projected to decrease at an average annual rate of 7.8 per cent, from R226.5 million in 2025/26 to R177.5 million in 2028/29. This is partly attributable to a projected decrease in spending on sustainability-related capital projects, which are funded from accumulated reserves. Compensation of employees remains a significant cost driver, constituting an estimated 53.5 per cent (R272.7 million) of total expenditure over the medium term.

The entity expects to generate 82.7 per cent (R421.7 million) of its revenue over the MTEF period through fees charged to accredited facilities, new applications, commercial training activities and interest income, and the balance through transfers from the department. Revenue is projected to increase at an average annual rate of 4.1 per cent, from R157.2 million in 2025/26 to R177.5 million in 2028/29.

Programmes/Objectives/Activities**Table 39.89 South African National Accreditation System expenditure trends and estimates by programme/objective/activity**

	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million												
Administration	40.8	43.0	48.3	55.4		10.8%	29.7%	56.3	59.7	62.4	4.0%	35.0%
Accreditation provision	66.3	69.7	77.4	83.0		7.8%	46.9%	86.4	90.2	94.2	4.3%	53.1%
Strategy and development	2.3	2.6	3.1	4.4		24.3%	2.0%	4.6	4.8	5.0	4.3%	2.8%
Corporate services	14.8	17.2	20.0	83.7		78.3%	21.5%	15.0	15.7	16.0	-42.4%	9.1%
Total	124.1	132.5	148.9	226.5		22.2%	100.0%	162.2	170.3	177.5	-7.8%	100.0%

Statements of financial performance, cash flow and financial position**Table 39.90 South African National Accreditation System statements of financial performance, cash flow and financial position**

Statement of financial performance												
	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2022/23	2023/24	2024/25	2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million												
Revenue												
Non-tax revenue	100.3	120.2	131.7	127.3		8.3%	79.1%	132.5	140.8	148.4	5.3%	82.7%
Sale of goods and services other than capital assets	89.0	104.2	112.2	113.2		8.4%	69.1%	118.0	125.5	132.5	5.4%	73.7%
Other non-tax revenue	11.3	16.0	19.5	14.1		7.6%	10.1%	14.6	15.3	15.9	4.2%	9.0%
Transfers received	33.8	30.7	32.1	29.9		-4.1%	20.9%	29.7	29.5	29.1	-0.9%	17.3%
Total revenue	134.1	151.0	163.8	157.2		5.4%	100.0%	162.2	170.3	177.5	4.1%	100.0%
Expenses												
Current expenses	123.3	131.7	148.9	226.5		22.5%	99.7%	162.2	170.3	177.5	-7.8%	100.0%
Compensation of employees	66.3	66.2	72.1	83.5		8.0%	45.6%	87.0	90.8	94.9	4.3%	53.5%
Goods and services	52.0	60.6	71.6	138.0		38.4%	51.0%	71.6	74.8	77.7	-17.4%	43.9%
Depreciation	4.9	4.9	5.2	4.9		-0.5%	3.1%	3.7	4.7	4.9	0.2%	2.6%
Transfers and subsidies	0.8	0.8	-	-		-100.0%	0.3%	-	-	-	-	-
Total expenses	124.1	132.5	148.9	226.5		22.2%	100.0%	162.2	170.3	177.5	-7.8%	100.0%
Surplus/(Deficit)	10.0	18.4	14.9	(69.3)		-290.7%	-	-	-	-	-100.0%	-
Cash flow statement												
Cash flow from operating activities	(2.9)	18.2	29.0	17.9		-282.7%	100.0%	17.1	16.1	15.0	-5.7%	100.0%
Receipts												
Non-tax receipts	97.5	119.2	136.9	141.1		13.1%	79.6%	147.0	153.4	160.3	4.3%	83.8%
Sales of goods and services other than capital assets	93.4	111.5	128.0	131.8		12.2%	74.7%	137.2	143.2	149.7	4.3%	78.3%
Other tax receipts	4.1	7.7	8.9	9.4		31.9%	4.8%	9.7	10.2	10.6	4.3%	5.6%
Transfers received	33.8	30.7	32.1	29.9		-4.1%	20.4%	29.7	29.5	29.1	-0.9%	16.1%
Financial transactions in assets and liabilities	-	0.3	-	0.1		-	0.1%	0.1	0.1	0.2	5.3%	0.1%
Total receipts	131.3	150.2	169.0	171.1		9.2%	100.0%	176.8	183.1	189.5	3.5%	100.0%
Payment												
Current payments	133.5	131.2	140.0	152.3		4.5%	99.5%	158.7	165.9	173.4	4.4%	99.4%
Compensation of employees	65.3	66.3	70.1	83.5		8.5%	51.0%	87.0	90.8	94.9	4.3%	54.4%
Goods and services	68.1	64.9	70.0	68.8		0.3%	48.6%	71.7	75.2	78.5	4.5%	45.0%
Transfers and subsidies	0.8	0.8	-	0.9		5.1%	0.5%	1.0	1.0	1.1	5.2%	0.6%
Total payments	134.3	132.1	140.0	153.2		4.5%	100.0%	159.7	167.0	174.5	4.4%	100.0%
Net cash flow from investing activities	(0.6)	(0.7)	(8.2)	(2.0)		46.0%	100.0%	(2.0)	(2.0)	(2.0)	-	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.6)	(0.7)	(7.7)	(1.0)		19.3%	86.4%	(1.0)	(1.0)	(1.0)	-	50.0%
Acquisition of software and other intangible assets	(0.1)	-	(0.5)	(1.0)		166.2%	13.6%	(1.0)	(1.0)	(1.0)	-	50.0%
Net increase/(decrease) in cash and cash equivalents	(3.6)	17.5	20.8	15.9		-264.5%	100.0%	15.1	14.1	13.0	-6.4%	100.0%

Table 39.90 South African National Accreditation System statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2026/27	2027/28	2028/29		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets	59.4	55.2	58.2	58.7	-0.4%	37.1%	58.7	62.0	64.7	3.3%	32.9%
of which:											
Acquisition of assets	(0.6)	(0.7)	(7.7)	(1.0)	19.3%	100.0%	(1.0)	(1.0)	(1.0)	–	100.0%
Receivables and prepayments	9.7	14.9	9.7	10.1	1.6%	7.1%	10.6	11.0	11.5	4.4%	5.9%
Cash and cash equivalents	62.4	79.8	100.7	105.4	19.1%	55.8%	110.0	114.8	119.9	4.4%	61.2%
Total assets	131.4	150.0	168.5	174.2	9.9%	100.0%	179.3	187.9	196.1	4.0%	100.0%
Accumulated surplus/(deficit)	111.2	127.5	142.5	149.1	10.3%	85.0%	155.7	162.4	169.7	4.4%	86.6%
Deferred income	6.7	10.7	10.7	11.2	18.7%	6.3%	11.6	12.2	12.7	4.4%	6.5%
Trade and other payables	6.2	4.9	6.3	6.6	2.0%	3.9%	6.9	7.2	7.5	4.3%	3.8%
Provisions	7.3	6.8	9.1	7.3	0.2%	4.9%	5.1	6.1	6.2	-5.5%	3.1%
Total equity and liabilities	131.4	150.0	168.5	174.2	9.9%	100.0%	179.3	187.9	196.1	4.0%	100.0%

Personnel information

Table 39.91 South African National Accreditation System personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026		Number and cost ¹ of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: salary level/ Total (%)						
Number of approved funded posts	Number of posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2024/25		2025/26		2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29						
South African National Accreditation System		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	79	79	77	72.1	0.9	79	83.5	1.1	79	87.0	1.1	79	90.8	1.1	79	94.9	1.2	–	100.0%
1 – 6	1	1	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	–	1.3%
7 – 10	43	43	43	24.4	0.6	43	27.1	0.6	43	28.1	0.7	43	29.3	0.7	43	30.6	0.7	–	54.4%
11 – 12	13	13	13	13.4	1.0	13	14.8	1.1	13	15.3	1.2	13	15.9	1.2	13	16.6	1.3	–	16.5%
13 – 16	21	21	19	31.6	1.7	21	37.7	1.8	21	39.3	1.9	21	40.9	1.9	21	42.8	2.0	–	26.6%
17 – 22	1	1	1	2.4	2.4	1	3.6	3.6	1	3.9	3.9	1	4.4	4.4	1	4.6	4.6	–	1.3%

1. Rand million.

Takeover Regulation Panel

Selected performance indicators

Table 39.92 Takeover Regulation Panel performance indicators by programme/objective/activity and related outcome

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Percentage of transactions reviewed and approved per year	Administration	Improved governance and performance of public entities	100% (39)	100% (34)	100% (10)	100%	100%	100%	100%
Percentage of rulings and exemptions issued per year	Administration	Supportive and sustainable economic policy environment	100% (218)	100% (278)	99% (159/161)	100%	100%	100%	100%
Percentage of requests for advisory opinions processed per year	Administration	Digital transformation across the state	100% (4)	100% (7)	100% (4)	100%	100%	100%	100%

Entity overview

The Takeover Regulation Panel was established in terms of section 196 of the Companies Act (2008) as an organ of state in the public administration, but also as an institution outside of the public service. Its mandate is to regulate takeovers (defined as “affected transactions” in section 117 of the act), with a primary focus on enforcement, protecting the interests of all shareholders, and maintaining market integrity and confidence by requiring transparency and timely disclosure.

The entity will continue to support a competitive and efficient equity capital market in South Africa over the medium term by enhancing the speed and certainty of regulatory processes. To this end, it will ensure the

efficiency and transparency of its rulings by reviewing and adjudicating all eligible transactions and disputes in a clear, consistent and timely manner, while engaging with international peers for benchmarking to ensure adherence to global best practices. A total of R107.4 million over the medium term is set aside to carry out these activities.

Expenditure is expected to increase at an average annual rate of 4.2 per cent, from R31.4 million in 2025/26 to R35.5 million in 2028/29. Spending on compensation of employees is expected to account for 58.5 per cent (R62.7 million) of the entity's total budget over the period ahead. The entity generates revenue mainly through levies collected from listed companies on the Johannesburg Stock Exchange, fees charged for the regulation of affected transactions and income from strategic investments. Revenue is expected to increase at an average annual rate of 2 per cent, from R34.5 million in 2025/26 to R36.6 million in 2028/29.

Programmes/Objectives/Activities

Table 39.93 Takeover Regulation Panel expenditure trends and estimates by programme/objective/activity

	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25	2025/26				2026/27	2027/28	2028/29		
R million						2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Administration	34.3	32.4	24.9	31.4	-2.9%	100.0%		35.8	36.1	35.5	4.2%	100.0%
Total	34.3	32.4	24.9	31.4	-2.9%	100.0%		35.8	36.1	35.5	4.2%	100.0%

Statements of financial performance, cash flow and financial position

Table 39.94 Takeover Regulation Panel statements of financial performance, cash flow and financial position

Statement of financial performance												
	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25	2025/26				2022/23 - 2025/26	2026/27	2027/28		
R million						2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Revenue												
Non-tax revenue	33.7	36.2	32.2	34.5	0.8%	100.0%		38.4	40.1	36.6	2.0%	100.0%
Other non-tax revenue	33.7	36.2	32.2	34.5	0.8%	100.0%		38.4	40.1	36.6	2.0%	100.0%
Total revenue	33.7	36.2	32.2	34.5	0.8%	100.0%		38.4	40.1	36.6	2.0%	100.0%
Expenses												
Current expenses	34.3	32.4	24.9	31.4	-2.9%	100.0%		35.8	36.1	35.5	4.2%	100.0%
Compensation of employees	21.3	22.1	15.8	17.8	-5.8%	62.7%		21.4	21.3	20.0	4.0%	58.5%
Goods and services	12.9	10.2	9.0	13.5	1.3%	37.0%		14.2	14.7	15.3	4.4%	41.2%
Depreciation	0.1	0.1	0.1	0.1	5.4%	0.3%		0.1	0.1	0.1	-4.8%	0.3%
Total expenses	34.3	32.4	24.9	31.4	-2.9%	100.0%		35.8	36.1	35.5	4.2%	100.0%
Surplus/(Deficit)	(0.6)	3.8	7.4	3.2	-274.7%			2.6	4.0	1.2	-27.9%	
Cash flow statement												
Cash flow from operating activities	7.3	1.8	7.1	3.3	-23.7%	100.0%		2.8	4.1	1.3	-26.8%	100.0%
Receipts												
Non-tax receipts	7.3	1.8	7.1	34.5	67.5%	100.0%		38.4	40.1	36.6	2.0%	100.0%
Sales of goods and services other than capital assets	1.5	(7.3)	(2.1)	25.4	156.2%	34.5%		28.9	30.3	27.0	2.0%	74.9%
Other sales	1.5	(7.3)	(2.1)	25.4	156.2%	34.5%		28.9	30.3	27.0	2.0%	74.9%
Other tax receipts	5.8	9.1	9.2	9.1	15.9%	65.5%		9.5	9.7	9.6	1.9%	25.1%
Total receipts	7.3	1.8	7.1	34.5	67.5%	100.0%		38.4	40.1	36.6	2.0%	100.0%
Payment												
Current payments	-	-	-	31.3	-	100.0%		35.6	36.0	35.3	4.2%	100.0%
Compensation of employees	-	-	-	17.8	-	57.0%		21.4	21.3	20.0	4.0%	58.7%
Goods and services	-	-	-	13.5	-	43.0%		14.2	14.7	15.3	4.4%	41.3%
Total payments	-	-	-	31.3	-	100.0%		35.6	36.0	35.3	4.2%	100.0%
Net cash flow from investing activities	(0.3)	(0.1)	-	-	-100.0%	100.0%		-	-	-	-	-
Acquisition of property, plant, equipment and intangible assets	(0.3)	(0.1)	-	-	-100.0%	100.0%		-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	7.1	1.7	7.1	3.3	-22.7%	100.0%		2.8	4.1	1.3	-26.8%	100.0%

Table 39.94 Takeover Regulation Panel statements of financial performance, cash flow and financial position (continued)

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2025/26				2026/27	2027/28	2028/29		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29	
Carrying value of assets	0.5	0.5	0.4	0.3	-19.5%	0.4%	0.1	0.1	0.1	-28.4%	0.1%
of which:											
Acquisition of assets	(0.3)	(0.1)	–	–	-100.0%	100.0%	–	–	–	–	–
Receivables and prepayments	0.2	0.4	1.3	0.0	-48.3%	0.4%	0.0	–	–	-100.0%	–
Cash and cash equivalents	105.5	107.2	114.3	114.0	2.6%	99.2%	112.7	121.7	118.9	1.4%	99.9%
Taxation	0.1	0.1	–	–	-100.0%	–	–	–	–	–	–
Total assets	106.2	108.1	115.9	114.3	2.5%	100.0%	112.9	121.8	119.0	1.3%	100.0%
Accumulated surplus/(deficit)	101.6	105.4	112.8	110.6	2.8%	96.8%	110.2	118.6	115.8	1.5%	97.4%
Trade and other payables	2.8	0.3	0.8	1.9	-12.2%	1.3%	1.7	1.8	1.8	-2.4%	1.5%
Provisions	1.8	2.3	2.4	1.8	1.5%	1.9%	1.0	1.4	1.4	-8.6%	1.1%
Total equity and liabilities	106.2	108.1	115.9	114.3	2.5%	100.0%	112.9	121.8	119.0	1.3%	100.0%

Personnel information

Table 39.95 Takeover Regulation Panel personnel numbers and cost by salary level

Number of posts estimated for 31 March 2026			Number and cost ¹ of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: salary level/ Total (%)			
Number of approved funded posts	Number of posts on establishment	Number of posts on approved funded establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25			2025/26			2026/27		2027/28		2028/29		2025/26 - 2028/29	2026/27 - 2028/29			
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			Number	Cost	Unit cost
Takeover Regulation Panel			9	15.8	1.8	17	17.8	1.0	10	21.4	2.1	10	21.3	2.1	16	20.0	1.3	-2.0%	100.0%
Salary level	9	10	9	15.8	1.8	17	17.8	1.0	10	21.4	2.1	10	21.3	2.1	16	20.0	1.3	-2.0%	100.0%
1 – 6	1	1	1	0.2	0.2	5	0.5	0.1	3	0.6	0.2	2	0.8	0.4	6	0.7	0.1	6.3%	30.6%
11 – 12	5	5	5	2.5	0.5	5	1.9	0.4	4	2.0	0.5	5	2.4	0.5	7	2.9	0.4	11.9%	44.4%
13 – 16	2	2	2	6.8	3.4	6	4.8	0.8	1	5.0	5.0	1	5.5	5.5	1	5.1	5.1	-45.0%	8.3%
17 – 22	1	2	1	6.3	6.3	1	10.6	10.6	2	13.9	7.0	2	12.6	6.3	2	11.3	5.7	26.0%	16.7%

1. Rand million.

