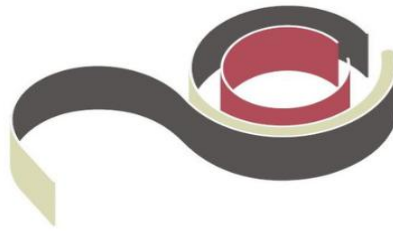




NATIONAL CONSUMER COMMISSION

APP 2026/27



NATIONAL CONSUMER COMMISSION

a member of **the dtic** group

# National Consumer Commission

## Annual Performance Plan

### 2026-2027

## Abbreviations and commonly used acronyms

BMA	-	Border Management Authority
CPA	-	Consumer Protection Act No. 68 of 2008
<b>the dtic</b>	-	Department of Trade, Industry, and Competition
CGSO	-	Consumer Goods and Services Ombud
CTFL	-	Clothing, Textile, Footwear and Leather goods
DPSA	-	Department of Public Service and Administration
ICT	-	Information and Communications Technology
ITAC	-	International Trade Administration Commission
MIOSA	-	Motor Industry Ombud of South Africa
NCC	-	National Consumer Commission
NRCS	-	National Regulator for Compulsory Specifications
NCT	-	National Consumer Tribunal
OORS	-	Opt-Out Registry System
PFMA	-	Public Finance Management Act
SABS	-	South African Bureau of Standards
SAPS	-	South African Police Service
SARS	-	South African Revenue Service



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## FOREWORD OF THE MINISTER OF TRADE, INDUSTRY AND COMPETITION



This Annual Performance Plan (APP) affirms Government's commitment to building a fair, competitive and inclusive economy that supports industrialisation, job creation and sustainable growth. As we implement the Government's Growth and Inclusion (GAIN) Strategy, we recognise that economic expansion of 3.5% and above depends not only on investment and production, but also on markets in which consumers and businesses participate with confidence.

Illicit trade, counterfeit goods and illegal imports continue to undermine local industries, distort competition and erode public revenue. These practices threaten compliant businesses that invest in quality, safety and job creation, while exposing consumers to unsafe and substandard products. Through firm enforcement of the Consumer Protection Act (CPA), the National Consumer Commission (NCC) contributes directly to strengthening market integrity, protecting domestic production and advancing the objectives of localisation and industrial development.

In the year ahead, the NCC will intensify efforts to combat non-compliant imports and prohibited conduct in priority sectors, including unsafe foods, second-hand vehicles, e-commerce platforms and Clothing, Textiles, Footwear and Leather goods (CTFL). The development of a robust tracking and tracing framework will enhance the detection and removal of illicit goods from the market, improve coordination with enforcement partners and reinforce accountability across supply chains.

Equally important is the NCC's role in securing effective consumer redress and maintaining strong prosecution outcomes before the National Consumer Tribunal (NCT) and the courts. Swift investigations, decisive enforcement and meaningful administrative penalties send a clear signal that non-compliance carries consequences, while supporting a level playing field for ethical enterprises.

Consumer protection is not separate from economic policy; it is an essential pillar of inclusive growth. When consumers are protected from exploitation, and businesses compete fairly, confidence increases, demand expands and sustainable economic participation is strengthened. The NCC's 2026/27 priorities are therefore fully aligned with Government's broader agenda to drive industrialisation, promote fairness and build a capable developmental state.

**Mr. Parks Tau, MP**  
**Minister of Trade, Industry, and Competition**  
**Republic of South Africa**

**Date:** 14/04/2026



## FOREWORD OF THE DEPUTY MINISTER OF TRADE, INDUSTRY AND COMPETITION



South Africa's growth trajectory depends on the integrity of its markets. Illicit trade, illegal imports and non-compliant goods undermine local industry, erode the tax base and expose consumers to unsafe and substandard products. This Annual Performance Plan places the fight against illicit trade at the center of its strategic priorities, recognizing that effective consumer protection is inseparable from economic reform and inclusive growth.

The Government Action for Inclusive Growth Plan (GAIN) calls for economic expansion of 3.5% and above, driven by fair, transparent and trusted markets. In this context, the enforcement of the CPA is not merely regulatory compliance, it is an economic intervention. When illicit goods circulate freely, compliant manufacturers and retailers are placed at a competitive disadvantage, jobs are threatened, and legitimate investment is discouraged. By removing illegal and unsafe products from the market, the National Consumer Commission (NCC) strengthens market confidence and supports the objectives of industrialization, localization and job creation.

In the year ahead, the NCC will intensify market surveillance and enforcement in high-risk sectors, including non-compliant Clothing, Textiles, Footwear and Leather goods (CTFL), unsafe foodstuffs, counterfeit consumer products and digital commerce platforms. The development and implementation of a robust tracking and tracing framework will enhance the detection of illicit supply chains and enable coordinated action with other regulators and law enforcement authorities. These interventions will protect consumers while safeguarding the competitiveness of lawful enterprises.

The NCC will also prioritize swift consumer redress and decisive prosecution of prohibited conduct before the National Consumer Tribunal and the courts. Strong enforcement sends a clear message that non-compliance carries consequences, while reinforcing a level playing field for businesses that respect the law. This balance between enforcement and market stability is essential to achieving the inclusive growth outcomes envisioned in the GAIN Plan.

Consumer confidence is essential for sustainable economic growth. When consumers trust that markets are fair, prices are transparent and products are safe, they participate more actively in the formal economy.

I am confident that the NCC's strategic focus on combating illicit trade and promoting market integrity will play a meaningful role in advancing inclusive growth, protecting consumers and supporting sustainable industrial development.

**Mr. Zukh Godlimpi, MP**  
**Deputy Minister of Trade, Industry, and Competition**  
**Republic of South Africa**  
**Date:**



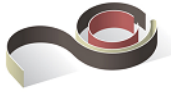
# Accounting Authority Statement



I am pleased to present this Annual Performance Plan (APP) of the National Consumer Commission (NCC) for 2026/27. This plan sets out the NCC's strategic goals and commitments for the 2026/27 financial year. The mandate of the NCC is to enforce the Consumer Protection Act (No. 68 of 2008) (CPA) by protecting, promoting, and advancing the social and economic welfare of consumers, thereby ensuring a fair marketplace for safe goods and services.

## 1. THE OVERALL FOCUS DURING THE PREVIOUS PLANNING PERIOD

- 1.1.1. During the previous planning period, the NCC focused on the following strategic objectives:
  - 1.1.2. Contribution to Government industrialisation and transformation of the economy;
  - 1.1.3. Curbing prohibited conduct;
  - 1.1.4. Education and awareness; and
  - 1.1.5. Improving service delivery efficiencies.
- 1.2. The overall focus for the previous period was to realise the following outcomes:
  - 1.2.1. Eradicate practices that undermine local production and industrialisation;
  - 1.2.2. Reduction in practices that involve the importation of non-compliant CTFL;
  - 1.2.3. To ensure that SMMEs are supported;
  - 1.2.4. Provision of work experience to graduates entering the job market for the first time;
  - 1.2.5. Reduction in the prevalence of Ponzi schemes and fraudulent activities targeting vulnerable populations;
  - 1.2.6. Minimised harm to consumers caused by unsafe or defective goods and exploitative supplier practices;
  - 1.2.7. Consumer and Business Education awareness to ensure that consumers are aware of their rights and suppliers are also aware of their obligations; and
  - 1.2.8. Improved service delivery efficiencies by ensuring accessibility and the speedy resolution of queries.
- 1.3. To achieve these strategic objectives, the NCC identified seven (7) key priority areas:



- 1.3.1.1. Second-hand automotive industry;
  - 1.3.1.2. Unsafe and expired foods in all provinces;
  - 1.3.1.3. Unfair and unreasonable pricing of goods and services;
  - 1.3.1.4. Combating importation of non-compliant Clothing, Textile, Footwear and Leather goods (CTFL);
  - 1.3.1.5. Market monitoring of low-quality imported goods – focus on imported frozen chicken, metal roof sheeting, gardening tools, and wheelbarrows;
  - 1.3.1.6. Scams and Ponzi Schemes; and
  - 1.3.1.7. Product recalls.
- 1.4. The NCC contributed to the priorities of the 7<sup>th</sup> Administration.

## **2. ACCOMPLISHMENTS IN THE PREVIOUS PERIOD**

### **2.1. Overall performance and good governance**

- a) The NCC achieved 14 out of its 20 targets (70%) in the APP.
- b) The NCC also obtained a clean audit opinion in 2024/2025 (the 6<sup>th</sup> since 2018/19) as a result of good corporate governance and prudent financial management. Even though the NCC missed some of the targets, its activities remained impactful to the lives of consumers.

### **2.2. Commitment to strategic objectives**

- a) The NCC's targets were reviewed in the middle of the 2024/25 financial year. This was to align with the priorities of the 7<sup>th</sup> administration.
- b) While some of the targets were not achieved as indicated above, the NCC interventions remained impactful, particularly in contributing to Government's industrialisation goals, curbing prohibited conduct, and advancing advocacy initiatives targeted at business and consumers.



### 2.2.1. Contributing to Government's industrialisation goals

- a) In the 2024/2025 period, the NCC efficiently addressed non-compliant Clothing, Textiles, Footwear, and Leather (CTFL) products by ensuring they were either destroyed or sent back to their countries of origin.
- b) Out of 130 investigated cases, with a total customs value of R10 829 204.25 (Ten Million Eight Hundred Twenty-nine Thousand Two Hundred and Four Rand and Twenty-five cents), destruction was ordered in 80 instances, representing 62% of the cases.

### 2.2.2. Curbing prohibited conduct

- a) The NCC ensures that once prohibited conduct is identified, it is investigated and prosecuted in accordance with the law. During the reporting period, a total of 13 investigations into Ponzi schemes were finalised, resulting in the prevention of further consumer harm. Through the NPA, the NCC secured preservation orders to the value of R13 116 146.28 (Thirteen Million One Hundred and Sixteen Thousand One Hundred and Forty-six Rand and Twenty-eight cents).
- b) The NCC has investigated numerous schemes involved in predicate offences and in this regard, the notable cases that NCC investigated are:
  - i. **Piggy Farm Trading**
    - In this scheme, consumers invested R2 750 (Two Thousand Seven Hundred and Fifty Rand) for a virtual pig and were guaranteed a return on investment of R6 600 (Six Thousand and Six Hundred Rand).
    - The NCC's investigation revealed that the scheme constituted a Ponzi scheme, which is prohibited under the CPA. The NCC obtained, through the NPA's Asset Forfeiture Unit, a preservation order in the amount of R4 300 000 (Four Million Three Hundred Thousand Rand) pending the finalisation of the investigation.



ii. **Grosavestokvel**

- The NCC's ongoing investigations into Piggy Farm Trading revealed that the operators of Piggy Farm Trading, upon being served with the above-mentioned preservation order, devised a stokvel called Grosavestokvel. This was a scheme designed to carry on the unlawful activities of Piggy Farm Trading and to conceal or disguise the nature, location, source of ownership or control of the proceeds of Piggy Farm Trading. This constitutes what is called a fraudulent financial transaction in terms of the CPA. The NCC requested the NPA to seek a preservation order, and it was granted by the North Gauteng High Court in the amount of R1 000 000 (One Million Rand).

iii. **NCC V Women Against Poverty and Hunger (WAPH)**

- The scheme was a pyramid and multiplication scheme disguised as a grocery stokvel. The scheme invites members of the public to make a once-off payment of R300 (Three Hundred Rand), promising members monthly grocery parcels for 12 months, thereby offering, promising or guaranteeing an effective interest of above 1770%.

The NCC obtained, through the NPA's Asset Forfeiture Unit, a preservation order in the amount of R5 326 869.00 (Five Million Three Hundred and Twenty-six Thousand Eight Hundred and Sixty-nine Rand).

- The investigation continued and further bank accounts were identified. In quarter three (3), the NCC obtained, through the NPA's Asset Forfeiture Unit, a further two (2) preservation orders in the amount of R136 709.77 (One Hundred and Thirty-six Thousand Seven Hundred and Nine Rand and Seventy-seven cents) and R1 273 645.00 (One Million Two Hundred and Seventy-three Thousand Six Hundred and Forty-five Rand).

iv. **Other Ponzi Schemes or Scams**

- The NCC investigated Ponzi schemes or scams under the names, Trouva, Hot Farm, Tiger Agriculture, Eureka Gold Mining, The Fruit Sleeve and DMW SOLAR. The NCC obtained two (2) preservation orders, through the NPA's Asset Forfeiture Unit, to the tune of R1 078 922.51 (One Million and Seventy-Eight Thousand Nine Hundred and Twenty-two Rand and Fifty-one cents) against the schemes.



- c) In total, in the 2024/2025 financial year, the NCC, through the NPA's Asset Forfeiture Unit, obtained preservation orders to the tune of R13 116 146.28 (Thirteen Million One Hundred and Sixteen Thousand One hundred and Forty-six Rand and Twenty-eight cents) against these schemes.
- d) In response to the foodborne illnesses that affected many communities during this period, the NCC stepped up efforts by conducting inspections in collaboration with other authorities throughout the country. The NCC inspected at least 392 suppliers (manufacturers, wholesalers, and retailers of food, including spaza shops), which led to enforcement actions against non-compliant suppliers.
- e) The NCC achieved redress to consumers to the value of R5 916 270.81 (Five Million Nine Hundred Sixteen Thousand Two Hundred and Seventy Rand and Eighty-one cents). This amount constitutes refunds or returns of goods secured during investigations of the NCC and through orders of the National Consumer Tribunal (NCT) and Courts.
- f) The NCC continues to maintain a strong track record in legal proceedings, with a success rate of 90.47% before the Courts and the NCT. This high success rate reflects the NCC's continued commitment to enforcing consumer protection laws and holding transgressors accountable. To ensure expeditious enforcement of some matters, the NCC issued a total of 135 Compliance Notices, with 80 against non-compliant CTFL importers and 55 against suppliers that supplied non-compliant goods including expired food, non-display of prices and not honouring general terms and conditions of sale.
- g) During the 2024/25 financial year, administrative fines to the value of R2 867 500.00 (Two Million Eight hundred and Sixty-seven Thousand and Five Hundred Rand) were levied by the NCT, following prosecutions by the NCC.

### 2.2.3. **Advancing advocacy initiatives targeted at business and consumers.**

- a) The NCC fulfils its mandate through a range of consumer and business education initiatives aimed at promoting awareness and compliance with consumer protection laws. During the reporting period, the NCC conducted 31 initiatives targeting



consumers through workshops, outreach programmes, and digital platforms, aimed at empowering individuals with knowledge of their rights and responsibilities.

- b) In addition, 18 business education initiatives were implemented to raise awareness among businesses about their legal obligations and to encourage ethical, consumer-friendly practices.
- c) Additionally, the NCC celebrated World Consumer Rights Day, using the occasion to highlight a wide range of consumer issues and foster engagement with stakeholders, including Government, industry, and civil society. The event reinforced the NCC's commitment to advocating for consumer rights and strengthening consumer protection in the country.

#### 2.2.4. Stakeholder Relations

- a) On 3 March 2025, the NCC entered into a Memorandum of Understanding (MoU) with the University of Pretoria to strengthen collaboration in promoting consumer protection. This partnership aims to advance the field of consumer law by integrating consumer protection principles into academic curricula. Both institutions will work jointly on the development and delivery of various academic modules focused on consumer rights and legal frameworks.

### 3. STRATEGIC FOCUS FOR THIS PERIOD

#### 3.1. Contribution to Industrialisation and Economic Growth

- 3.1.1. South Africa's economy continues to experience low growth, and therefore industrialisation of the economy has been identified as a key driver for sustainable economic recovery. The NCC plays a critical role in supporting the Government's industrialisation agenda while fulfilling its mandate to protect consumers, promote fair market conduct, and enable inclusive economic participation. Effective consumer protection enhances confidence in the formal economy, safeguards local industries, and ensures both consumers and compliant suppliers can participate meaningfully in economic activity.



### 3.2. **Combating Illicit Trade and Illegal Imports**

3.2.1. Illicit goods and illegal imports distort legitimate markets, undermine compliant businesses, and erode consumer trust, while limiting domestic industrial growth. To address these risks, the NCC will implement targeted interventions aimed at reducing illegal imports and illicit trade in priority sectors. A comprehensive tracking and tracing framework will be developed to monitor the removal or prevention of illicit, and illegal products from the market.

3.2.2. This framework will support identification of high-risk sectors and priority areas, enabling the NCC to focus investigations, seizures, compliance notices, and prosecutions where they are most needed. Through these measures, the NCC seeks to protect consumers, support local industries, reduce unfair competition, and contribute to sustainable economic growth and industrialisation.

### 3.3. **Enforcement and Consumer Redress**

3.3.1. The NCC's enforcement delivers tangible benefits to consumers. Investigations, prosecutions, and settlements of unfair business practices provide redress, including refunds, repairs, replacements, and corrective relief, preventing financial loss arising from prohibited conduct.

3.3.2. Strong enforcement also deters non-compliant suppliers, reducing the recurrence of unfair, deceptive, and exploitative practices. By strengthening investigation and prosecution capacity, the NCC ensures that cases are pursued effectively, reinforcing market integrity and consumer confidence, particularly for vulnerable consumers.

### 3.4. **Opt-Out Registry**

3.4.1. The planned implementation of the Opt-Out Registry strengthens consumer privacy and choice. Consumers who register will be protected from unsolicited direct marketing, while suppliers who disregard opt-out preferences will face enforcement action. This mechanism will reduce harassment, promote informed consent, and encourage responsible marketing practices.



### 3.5. **Product Safety**

3.5.1. The NCC continues to safeguard consumers from unsafe or non-compliant products under Section 60 of the CPA, which empowers the NCC to order recalls, repairs, replacements, or refunds. Unsafe products present significant health, safety, and financial risks, making product recalls a critical mechanism for:

- a) Protecting consumer health and safety;
- b) Enforcing compliance with statutory standards;
- c) Strengthening market confidence; and
- d) Deterring non-compliance and the distribution of unsafe or counterfeit goods.

### 3.6. **Consumer and Supplier Awareness**

3.6.1. Effective consumer protection relies not only on enforcement but also on informed consumers and compliant suppliers. The NCC will intensify advocacy and public awareness campaigns through workshops, stakeholder engagements, and targeted education. Key objectives include:

- a) Empowering consumers to make informed decisions and assert their rights;
- b) Promoting supplier compliance and ethical business conduct; and
- c) Reducing unfair practices.

### 3.7. **Contribution to jobs**

3.7.1. As part of undertakings made to the NCC and settlement agreements confirmed by the NCT, non-compliant businesses will be required to create employment opportunities to improve service delivery and ensure compliance with the CPA. Through this initiative, the NCC targets to create 200 new jobs in each of the financial years throughout the MTEF period. In total, the NCC will directly and indirectly contribute at least 225 jobs in the economy in each of the financial years throughout the MTEF period.

3.7.2. In the 2025/2026 financial year, the NCC secured a settlement with a second-hand car dealership which included the service delivery element for better and improved compliance with the CPA.



#### 4. ACKNOWLEDGMENTS AND APPRECIATION

- 4.1. I thank the executive, management and the entire NCC staff for input and contribution.
- 4.2. Finally, I express my gratitude to DDG: Dr Evelyn Masotja, DG Simphiwe Hamilton and the broader **the dtic** team for support, Deputy Minister Alexandra Lilian Amelia Abrahams, Deputy Minister Zuko Godlimpi and Minister Parks Tau for strategic guidance and overall support.

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

**Mr. Hardin Ratshisusu**

**Acting Commissioner**

**National Consumer Commission**

**Date: 14 April 2026**



# Official Sign Off

It is hereby certified that this annual performance plan:

- Was developed by the management of the NCC under the guidance of the Executive Authority;
- Takes into account all the relevant policies, legislation, and other mandates for which the NCC is responsible; and
- Accurately reflects the impact, strategic outcomes and outputs which the NCC will endeavour to achieve over the period from 1 April 2026 to 31 March 2027.

**Mr L Mhlapo**  
Acting Company Secretary

14/04/2026

**Date**

**Ms Tebogo Mmonwa**  
Chief Financial Officer

14/04/2026

**Date**

**Ms P Moilwa**  
Divisional Head: Complaints and Investigations

14/04/2026

**Date**

**Ms P Kweyama**  
Divisional Head: Education and Advocacy

14/04/2026

**Date**

**Mr J Mbeje**  
Divisional Head: Enforcement and Legal Services

14/04/2026

**Date**

**Mr H. Ratshisusu**  
Acting Commissioner

14/04/2026

**Date**



# PART A

## OUR MANDATE



NATIONAL CONSUMER COMMISSION



## Part A: Our Mandate

### THE MANDATE OF THE NCC

#### 1. Updates to relevant legislative and policy mandates

1.1 The Consumer Protection Act (No. 68 of 2008) (CPA) aims to promote and advance the social and economic welfare of consumers by:

- 1.1.1 Establishing a legal framework for the achievement of a fair, accessible, responsible and sustainable market;
- 1.1.2 Reducing any disadvantages experienced in accessing the supply of goods and services by low income, low literacy, rural and vulnerable consumers;
- 1.1.3 Promoting fair business practices;
- 1.1.4 Protecting consumers from unfair and deceptive conduct;
- 1.1.5 Improving consumer awareness; and
- 1.1.6 Providing for an accessible, efficient and effective system of redress.

1.2 The main functions of the NCC are to:

- 1.2.1 Improve consumer protection through education and awareness interventions;
- 1.2.2 Improve compliance with the CPA through business guidance interventions;
- 1.2.3 Receive complaints concerning alleged prohibited conduct and deal with them as prescribed by the provisions of the CPA;
- 1.2.4 Monitor the consumer goods and services market to prevent, detect and/ or prosecute contravention;
- 1.2.5 Conduct investigations against suppliers allegedly engaging in prohibited conduct
- 1.2.6 Issue and enforce compliance notices;
- 1.2.7 Negotiate and conclude undertakings and consent orders; and
- 1.2.8 Refer matters to the National Consumer Tribunal (NCT) and appear before the NCT.

The NCC is responsible for enforcing the CPA and investigating consumer complaints. Where the investigation reveals that the CPA has been contravened, that finding is not the of the matter as the NCC has to refer the case to the NCT for adjudication. The NCT adjudicates cases referred by the NCC and has the authority to hear cases, make rulings, and impose penalties on businesses that breach consumer protection laws.



## 2. Updates to institutional policies and strategies

### 2.1 THE MEDIUM-TERM DEVELOPMENT PLAN

The Medium-Term Development Plan (MTDP) is a strategic framework designed to guide South Africa's development over the next five years. This plan focuses on three primary objectives:

**2.1.1. Driving Inclusive Economic Growth and Job Creation:** The government aims to achieve a 3% economic growth rate by implementing structural reforms, particularly in critical sectors like energy, transport, and logistics. These reforms are intended to remove obstacles hindering growth and to foster an environment conducive to investment and employment opportunities.

**2.1.2. Reducing Poverty and Addressing the High Cost of Living:** The MTDP emphasizes the importance of supporting rural enterprises and investing in public infrastructure in underserved areas. By prioritizing land reform and enhancing post-settlement support, the plan seeks to empower marginalized communities and ensure equitable access to resources.

**2.1.3. Building a Capable, Ethical, and Developmental State:** This includes building a capable, ethical, and developmental state by improving government efficiency and accountability, ensuring municipal governance reforms by appointing qualified officials and strengthening oversight mechanisms and tackling corruption and maladministration in both the public and private sectors.

### 2.2 THE NATIONAL INDUSTRIAL POLICY

South Africa's National Industrial Policy is centred around decarbonization, diversification, and digitalization, aiming to drive sustainable economic growth, global competitiveness, and inclusive development.

#### 2.2.1. Decarbonization: Transitioning to a Low-Carbon Economy

##### Key Strategies:

- a) **Renewable Energy Expansion:** Through the Renewable Energy Independent Power Producer Procurement Programme (REIPPPP), South Africa is increasing investments in wind, solar, and hydro energy.



- b) **Green Hydrogen Development:** The government is exploring green hydrogen projects with international funding, including a \$35 million EU grant to support clean energy infrastructure.
- c) **Carbon Tax and Emissions Reduction:** The introduction of a carbon pricing mechanism aims to encourage industries to shift towards low-carbon technologies.
- d) **Just Energy Transition Plan (JETP):** With \$8.5 billion in funding from international partners, South Africa is working to phase out coal dependency while protecting workers and communities in affected regions.

### 2.2.2. Diversification: Strengthening Economic Resilience

#### Key Strategies:

- a) **Sectoral Master Plans:** Supporting high-growth sectors such as automotive manufacturing, steel, pharmaceuticals, and agribusiness.
- b) **Export Market Expansion:** Diversifying trade partnerships beyond China and the EU and increasing African intra-trade under the African Continental Free Trade Agreement (AfCFTA).
- c) **Tourism and Creative Economy:** Investing in film, music, and digital content creation, as well as boosting eco-tourism and heritage tourism.
- d) **Agricultural Innovation:** Strengthening precision farming, agritech, and sustainable food security programmes.
- e) **Infrastructure Development:** Encouraging public-private partnerships to modernize transport, logistics, and energy infrastructure.

### 2.2.3. Digitalization: Advancing the Fourth Industrial Revolution

South Africa is embracing digital transformation to enhance economic efficiency, expand technological access, and prepare the workforce for the future.

#### Key Strategies:

- a) **5G and Broadband Expansion:** Increasing digital connectivity, particularly in rural and underserved areas.
- b) **Digital Skills Development:** Training young professionals in AI, cybersecurity, robotics, and data analytics, etc.
- c) **E-Government & Smart Services:** Enhancing public sector efficiency by digitizing tax filing, smart ID applications, and health records.



- d) **Fintech and E-Commerce Growth:** Expanding mobile banking, digital payments, and blockchain technology to improve financial inclusion.

The National Industrial Policy is to respond to priorities of the 7<sup>th</sup> Administration, namely, high unemployment levels particularly of young people, high levels of poverty, high cost of living, and reversing the current slow growth path and deal with the levels of inequality.

## 2.3 THE GROWTH AND INCLUSION PLAN

- 2.3.1. The NCC will contribute to the Government Action for Inclusive Growth Plan (GAIN) which seeks to achieve economic growth of 3.5% and above by promoting fair, transparent and trusted markets. Economic growth depends on people being willing to spend without being exploited. In fact, spending increases as the economy grows. Inclusive economic growth therefore requires consumer confidence, ethical business conduct and effective regulatory oversight. Through the enforcement of consumer protection legislation, the NCC will strengthen market integrity and enhances consumer trust, thereby supporting increased economic participation and demand of locally produced goods.
- 2.3.2. In implementing its Annual Performance Plan (APP), the NCC will advance inclusive growth by prioritising the investigation and resolution of complaints, enforcing compliance against prohibited conduct, and improving turnaround times for consumer redress. Particular emphasis is placed on protecting vulnerable and low-income consumers through targeted enforcement in high-risk sectors and focused consumer awareness initiatives. This approach reduces economic exploitation and promotes participation in the economy.
- 2.3.3. The NCC's advocacy initiatives will ensure that businesses comply with the CPA. Compliant businesses contribute to inclusive growth by strengthening trust in the marketplace and encouraging broader participation in economic activity. Businesses that comply with the CPA also contribute to economic inclusion by ensuring that vulnerable consumers are not exploited through misleading pricing, unsafe goods or unfair contract terms. Responsible conduct supports equitable access to goods and services, which expands the consumer base and drives demand across income groups. In this way, businesses that respect consumer protection principles directly



advance the objectives of the GAIN Plan by fostering sustainable growth, job creation and a fair, inclusive economy.

2.3.4. Through these strategic interventions, the NCC's 2026/2027 APP aligns with the objectives of the GAIN Plan by fostering a fair and inclusive marketplace that supports sustainable economic growth and job creation.

## 2.4 STRATEGIC FOCUS

2.4.1. The NCC's strategies are derived from the national policies outlined above to ensure alignment between the focus areas of the NCC and that of Government.

2.4.2. The NCC has aligned its work to contribute to the Government's policies through the implementation of its governing legislation. The NCC has identified the following strategic objectives:

- a) Contribute to Government's industrialisation goals.
- b) Curb prohibited conduct.
- c) Education and Awareness.
- d) Efficient delivery of services.

2.4.3. To achieve these strategic objectives, the NCC will pursue the following outcomes:

- a) Decrease in the value of illegal imports and illicit goods in key focus areas or sectors to protect the economy and eradication of practices that undermine local production and industrialisation.
- b) Consumer redress emanating from prosecution, investigation and settlements of unfair business practices.
- c) Protection of consumers against unwanted direct marketing.
- d) Reduced harm suffered by consumers from unsafe products, unfair trading practices and unfair pricing.
- e) Development of a sustainable and skilled professional ecosystem that supports consumer welfare, economic fairness, and regulatory effectiveness.
- f) Increased business and consumer awareness of the CPA.
- g) Contribution to the realization of a capable state.
- h) Increasing skills and work experience for the economy.



2.4.4. To achieve these strategic objectives, the NCC has identified nine key priority areas, namely:

- a) Unsafe and expired foods;
- b) Second-hand automotive industry;
- c) Unfair and unreasonable pricing of goods and services;
- d) Unfair and unreasonable terms and conditions;
- e) Non-compliant Clothing, Textile, Footwear and Leather goods (CTFL);
- f) Market monitoring of low-quality and substandard locally produced or imported goods;
- g) False claims on labelling of goods;
- h) Scams and Ponzi schemes; and
- i) E-commerce.

2.4.5. In this period, the NCC will continue to implement measures to strengthen collaboration with other regulatory authorities, particularly with entities within **the dtic**, namely, standard setting bodies and regulators including SABS, NRCS, Competition Commission, ITAC as well as various Government departments (National Department of Health, Department of Agriculture, Forestry, Fisheries and Environment) and related entities. The NCC will also strengthen oversight over ombud schemes, namely, the Motor Industry Ombuds of South Africa and the Consumer Goods and Services Ombud.

2.4.6. The NCC is at advanced stages of engagement with SARS and BMA to strengthen collaboration, particularly in dealing with cross-border illicit trade.

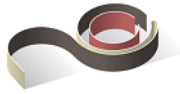


### 3. Updates to Relevant Court Rulings

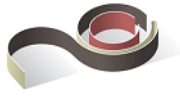
The NCC appraises the rulings and decisions of the High Court and the NCT regularly. The NCC considers the likely impact of these decisions when crafting our strategic plans. A summary of recent court decisions and rulings is provided in the following page:

**Table 1: Update to relevant court rulings**

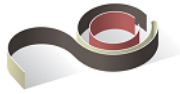
No.	Matter Name	Court & Case reference number	Legal issues and status
1.	Soulever Wellness V NCC	NCT/159598/2020/101(1)	<p><b>NATURE OF MATTER:</b> This was an application for review of a Compliance Notice. The importer had imported Goods stating, “made in South Africa” and the NCC issued a Compliance Notice stating that the importer has, amongst others, contravened Section 24(2)(a) read with Regulation 6(1)(b):</p> <p><b>RULING:</b> The NCT held that there is no evidence that the importer knowingly applied the incorrect labels, and that Section 24(2) (a) requires knowledge with intention to mislead. The Compliance Notice was set aside.</p> <p><b>GUIDANCE:</b> In the future, the NCC should rely on Section 24(5) and Regulation 6(1) (e) which relates to incorrect information, and which does not need <i>mens rea</i>.</p>
2.	NCC V National Auto Brokers	NCT/172929/2020/73(3)	<p><b>NATURE OF THE MATTER:</b> This was an Application in terms of Section 73(2) (b) for alleged contravention of Section 56(2)(a).</p> <p><b>PRINCIPLE FOR DETERMINATION:</b> The matter was referred to the Tribunal more than 3 years after the cause of the complaint. The NCT mero motu raised the issue of prescription. This was the first matter that came up for determination following the Ludick decision.</p> <p><b>RULING:</b> The NCT ruled that the matter has prescribed.</p>



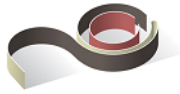
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>GUIDANCE:</b> The NCC is urged to be conscious of timeframes and Section 116 and to avoid referring matters where the issue will arise. It is advisable to write the prescription date on the file cover.</p>
3.	NCC V Brilliant Autoworx	NCT-194166-2021-73(2)(b)	<p><b>NATURE OF THE MATTER:</b> This is an Application in terms of Section 73(2)(b) of the CPA alleging contravention of Section 19(2)(a)(i) and 54(1)(a) of the CPA.</p> <p><b>ISSUES FOR DETERMINATION:</b> The Consumer took his motor vehicle to the Respondent for repairs after it was involved in an accident. The Respondent failed to repair the Motor Vehicle despite receiving payment from the Consumer.</p> <p><b>RULING:</b> The NCT ruled in favour of the NCC finding that the supplier has contravened 19(2)(a)(i) and 54(1)(a) of the CPA.</p> <p><b>GUIDANCE:</b> This is a favourable ruling for the NCC. However, the supplier has failed to comply with the order, and it is currently unclear whether the supplier is still operational. This highlights an ongoing enforcement challenge, as suppliers may abandon a business entity and subsequently commence operations under a different name, thereby evading accountability. The supplier cannot currently be traced.</p>
4.	NCC V Ismacube	NCT/138658/2020/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> This is an Application in terms of Section 73(2) (b) of the CPA arising from the supply of speculative software. The NCC sought orders for contravention of various provisions of the CPA.</p> <p><b>ISSUES FOR DETERMINATION:</b> The matter was originally opposed, and the supplier raised various legal issues.</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>RULING:</b> The matter was decided in favour of the NCC, and the supplier was found to have contravened Sections 16(3) read with section 20(2)(a); Section 16(4)(b); and Section 48(1) and 48(2).</p> <p><b>GUIDANCE:</b> This is a favourable ruling for the NCC. However, the supplier has failed to comply with the order, and it is currently unclear whether the supplier is still operational. This highlights an ongoing enforcement challenge, as suppliers may abandon a business entity and subsequently commence operations under a different name, thereby evading accountability. At present, the supplier cannot be traced.</p>
5.	NCC V Selina Sandra Kasner	NCT/176450/2021/100(6)(a)	<p><b>NATURE OF THE MATTER:</b> This is an Application in terms of Section 100(6) for failure to comply with a Compliance Notice</p> <p><b>ISSUES:</b> The importer admitted non-compliance with the Compliance Notice but prayed for leniency.</p> <p><b>RULING:</b> An Administrative fine of R10 000.00 was imposed upon the importer.</p> <p><b>GUIDANCE:</b> This matter was a landmark decision and set an important precedent, particularly in circumstances where certain importers fail to comply after receiving a PAJA letter. A recurring challenge is that, in many instances involving non-compliant importers, the NCC does not have direct contact details for the importer and relies solely on the details of the appointed agent. Agents often advise that the importer is no longer responding or that they are no longer involved in the matter, which hinders effective enforcement. To address this challenge, the Importer Authorisation Form</p>



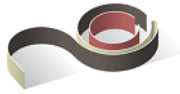
No.	Matter Name	Court & Case reference number	Legal issues and status
			needs to be amended to require the full physical address of the importer, as well as the name and contact details of a designated contact person.
6.	NCC V Titan Trade Auto	NCT/183856/2021/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> This is an Application in terms of Section 73 (2) (b) for an order in terms of Section 56(2) (b).</p> <p><b>ISSUES FOR DETERMINATION:</b> The supplier raised a <i>point in limine</i> of prescription as the cause of complaint arose more than 3 years prior to the referral.</p> <p><b>RULING:</b> The Consumer returned the Motor Vehicle to the supplier timeously and demanded a refund that was refused. The NCT ruled that the refusal was ongoing, and the matter has not prescribed.</p> <p><b>GUIDANCE:</b> The supplier has applied for a review of the NCT decision, and the matter is pending. The NCC has had to deal with a lot of prescription matters with contrasting results. It is urged that everyone be mindful of prescription and that the issue of prescription be avoided.</p>
7.	NCC V Jida Auto Investments	NCT/158339/2020/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> This is an Application in terms of Section 73 (2) (b) for an order in terms of Section 56(2) (b) (refund of the Purchase Price).</p> <p><b>ISSUES FOR DETERMINATION:</b> The supplier raised several <i>points in limine</i>, including one of prescription as the cause of complaint arose more than 3 years prior to the referral. The NCC argued that the cause of action arose less than 3 years prior to the referral of the matter, alternatively, the cause of the complaint constitutes continuing conduct.</p> <p><b>RULING:</b> The NCT ruled that the consumer had elected a replacement and not a refund, and that the matter fell within Section 56(2) (a) and not 56(2) (b). The</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>Applicant has not made out a case for continuing conduct in respect of section 56 (2)(a) of the CPA, and the Respondent has not been afforded the opportunity to specifically answer any allegation that it contravened section 56 (2)(a) of the CPA. In the circumstances, it would not be appropriate for the NCT to make a finding on whether the refusal to replace the vehicle took place and whether it constitutes continuing conduct.</p> <p><b>GUIDANCE:</b> It is urged that the report should clearly reflect the following: (1) What was the Consumer's election and when; (2) What is the exact cause of the complaint; (3) When did the cause of the complaint arise</p>
8.	NCC V The Turbo Man CC	NCT/174555/2020/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> This was an application for contravention of section 26(2) and (3) and section 56 (3) of the CPA in that three consumers took their vehicles for repairs but after collecting those vehicles, initial and further defects were then discovered. However, the consumer took almost two years to report the matter at MOISA, resulting in two of those matters having been referred to the NCT after 3 years has lapsed.</p> <p><b>PRINCIPLE:</b> Whether the referral of the matter to MIOSA interrupts prescription in terms of section 116 of the CPA</p> <p><b>RULING:</b> NCT rules that previously it has held on various matters that such referral interrupts prescription in terms of section 116 of the CPA, but since the decision of the High Court where it was held that there is no provision in the CPA that deals with interruption of prescription therefore if a matter is referred to the NCT after the lapse of three years from the date of the cause of action complained about, the NCT is barred from entertaining that matter.</p>



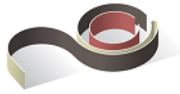
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>GUIDANCE:</b> Consumers need to be informed by way of explanatory notes about prescription and the issue of when it starts to run, due to previous decisions of the NCT that have been overruled by the High Court.</p>
9.	NCC V Boats Cape Town	NCT/178143/2021/73(2)	<p><b>NATURE OF THE MATTER:</b> This is an application that was brought against the Respondent for having failed to disclose that he was acting as an intermediary when selling a Ski Boat to the consumer and he received certain fees for such. The Respondent's defence is that the consumer knew that he was not an owner and therefore acting as an intermediary.</p> <p><b>PRINCIPLE:</b> The mere fact that you are selling goods on behalf of the owner for a financial consideration does not exclude you from being bound by the provisions of section 27(1) read with Regulation 9 of the CPA.</p> <p><b>RULING:</b> The NCT ruled in favour of the NCC that mere disclosure that a person is selling goods on behalf of the owner is not sufficient, but the intermediary must also disclose all fees that he/she will receive because of selling such goods.</p> <p><b>GUIDANCE:</b> If an intermediary who sell goods and receives any monetary consideration for selling such goods whilst not employed by the owner of goods, such intermediary is required to comply with section 27(1) read with Regulation 9 of the CPA.</p>
10.	Barnado v NCC & others	High Court, Gauteng Division- Case NO: 47933/17	<p><b>NATURE OF THE MATTER:</b> The NCC delayed the finalization of investigation in this matter which led to the consumer asking for the High Court to compel the NCC to finalize the report and take necessary action to protect the rights of a consumer.</p>



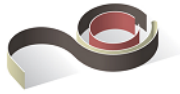
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>PRINCIPLE:</b> The High Court found that the delay in the finalization of an investigation and action being taken to protect the rights of the consumer was not in the spirit and the purpose of the CPA and ordered the NCC to pay the costs of the application jointly and severally with the supplier.</p> <p><b>GUIDANCE:</b> Investigation and enforcement of outcome of the investigation report must be done speedily to promote the spirit and purpose of the CPA, failing which, there is a risk of court order being granted against the NCC.</p>
11.	NCC V Auto Basic Traders	NCT/171786/2020/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> The consumer was claiming a refund of the purchase price of the vehicle, in the sum of R199 992.00, and to be reimbursed for the costs of the extended warranty because the second vehicle she purchased from the supplier broke down two days after the date of delivery and later broke down again few days after having been repaired. The supplier refused to refund the purchase price and repaired the vehicle after cancellation and offer it back to the consumer. The supplier also raised a defence that it was a second-hand vehicle and certain contract terms renders the supplier not liable, even to refund the purchase price.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Section 55 (2) (b) read with section 56 (3) relating to right of the consumer to safe, good quality goods.</p> <p><b>PRINCIPLE:</b> It was held the mere fact that the vehicle broke down after 2 days and few days after it had been repaired renders it not safe for the purpose for which it was bought. It was also held that for the Respondent to rely on exclusion of liability in terms of section 55 (6) the consumer must be specifically informed of the defect. Respondent's argument that it was latent and that's why the consumer was not specifically informed thereof, makes consumer's version more convincing.</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>RULING:</b> The supplier was ordered to refund the purchase price with interest as from the date of cancellation and refund the costs of the warranty.</p> <p><b>GUIDANCE:</b> Where a vehicle is purchased as a second-hand and the contract contains clauses that makes the supplier not liable for any defect, such clause is not applicable without the consumer having been specifically informed of existing defect at the time of purchasing the vehicle but elected to buy the vehicle with such defects.</p>
12.	NCC V Kempster Sedgwick t/a CMH Used Cars	NCT/210256/2021/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> In this matter the consumer bought a second-hand Mercedes Benz motor vehicle fitted with tyres that are not recommended by Mercedes Benz (i.e., run flat tyres and no spare wheel was provided because such cars are designed not to have a spare wheel. The NCT agreed with the NCC that the supplier was in breach of section 55 (2) in that the vehicle was not suitable for the purpose for which it was designed for (i.e. to be driven even in dangerous areas because if the tyre is poked by a sharp object whilst being driven in a dangerous area, the driver won't be able to drive such vehicle until he/she reaches a garage/safe area. The supplier was ordered to replace the fitted tyres with run flat tyres.</p> <p><b>APPLICABLE SECTION of the CPA:</b> Interpretation of section 55 (2) of the CPA i.e. right to safe and good quality goods.</p> <p><b>PRINCIPLE:</b> When applying the provisions of section 55 (2) one must look at how the defect will limit the purpose for which the goods are generally intended for. In applying section 55(2), consideration must be given not only to whether the defect affects the core purpose of the goods, but also to the extent of harm that may arise.</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>GUIDANCE:</b> Each case should be assessed on its own merits, where the assessor is not sure, advice should be obtained from legal services.</p>
13.	NCC vs BNA Motors (Pty) Ltd	NCT/269487/2023/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> In this matter, the consumer enquired about a 2012 Volkswagen Polo Comfortline (the vehicle) offered for sale by the respondent. The respondent's salesperson, Carrey Manuel, advised the consumer that the vehicle sale price was R160 000.00, and it had travelled 145 000 km. Five days after taking delivery of the vehicle, the consumer returned it to the respondent due to an expired licence disc. consumer also discovered that the vehicle had electrical and mechanical issues. The consumer cancelled the sale and requested a refund for the purchase price.</p> <p><b>APPLICABLE SECTION of the CPA:</b> Sections 29 (1) (a) and (c), 41 (1) (a) and (c), and 56 (2) (a) and (b).</p> <p><b>RULING:</b> The respondent was ordered to refund the consumer, the purchase price of R160 000.00 and to pay the Admin fine in the amount of R100 000.00.</p>
14.	NCC vs ACS Pre Owned (Pty) Ltd	NCT/222616/2022/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> The consumer purchased a second-hand 2017 Mercedes Benz E200 ("the vehicle") for the amount of R589 900.00 (five hundred and eighty-nine thousand and nine hundred rands). The Respondent delivered the vehicle at the complainant's place of residence close to midnight on the 13th of July 2020 with an odometer reading of 41 400 kilometres. The vehicle manifested symptoms of various defects the next day. The consumer requested the supplier to collect the vehicle to effect repairs. The supplier refused to collect the vehicle from the consumer.</p>



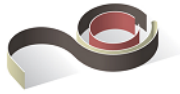
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>APPLICABLE SECTION OF CPA:</b> Section 55 (2)(a-d) read with section 56 (2) relating to right of the consumer to safe, good quality goods.</p> <p><b>PRINCIPLE:</b> It was held the mere fact that the vehicle broke down a day after it was delivered, did not satisfy the requirements of section 55 (2), because the vehicle was not suitable for its intended purpose; was neither of good quality nor in good working order and free of defects; and 'plainly' not safe and usable for a reasonable time.</p> <p><b>RULING:</b> The supplier was ordered to refund the amount of R589 900.00.</p>
15.	NCC vs Headzone Workshop (Pty) Ltd; Headzone (Pty) Ltd; Wicked Cars (Pty) Ltd	NCT/246932/2022/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> The consumer contacted Wicked Cars, who incorrectly introduced himself to the consumer as the new workshop manager of Headzone who agreed to assess and repair the vehicle. Wicked Cars disassembled the vehicle without the consumer's permission and later acknowledged that such disassembling was a mistake. Wicked Cars subsequently completed the reassembly and issued an invoice of R47 000.00. The consumer refused to make the payment. According to Wicked Cars, the consumer had abandoned the vehicle, and they subsequently issued an invoice for storage of R43 800.00. As the consumer refused to pay either invoice or failed to collect the vehicle, Wicked Cars sold the vehicle.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Section 15 (2) (a) and (b) outlines that a service provider must not charge a consumer for the supply of any goods or services contemplated in subsection (1) unless—(a) the supplier or service provider has given the consumer an estimate that satisfies the prescribed requirements, and the consumer has subsequently authorised the work; or (b) the consumer, in writing or by another recorded manner or form, has— (i) declined the offer of an estimate and</p>



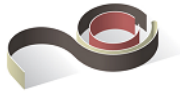
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>authorised the work; or (ii) pre-authorized any charges up to a specified maximum, and the amount charged does not exceed that maximum.</p> <p>Section 21 (1) (e) and 21 (8) outlines that goods or services are unsolicited if any goods have been delivered to, or any services performed for, a consumer by or on behalf of a supplier without the consumer having expressly or implicitly requested the goods or services.</p> <p><b>PRINCIPLE:</b> Wicked Cars did not provide the consumer with an estimate but issued only an invoice after the services were provided and after the consumer had started the complaints process.</p> <p><b>RULING:</b> The supplier was ordered to pay R81 900.00 to the consumer and R200 000.00 administrative fine.</p>
16.	NCC vs VODACOM (Pty) Ltd	CT/260497/2023/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> NCC received and investigated complaints of consumers alleging that Vodacom has denied consumers the right to cancel their fixed-term contracts by imposing a cancellation penalty of 75%, Vodacom required payment of all outstanding fees and the cancellation penalty before contracts were terminated on request. Consumers further alleged that they were coerced to sign the acceptance quotation letter (that was valid for 12 days) and return the letter to Vodacom with proof of payment in order to cancel their contracts.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Vodacom contravened the following sections of the CPA:</p> <ul style="list-style-type: none"> <li>• 14 (3) read with regulation 5;</li> <li>• 14 (3) (b) (i) (bb);</li> </ul>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<ul style="list-style-type: none"> <li>• 14 (2) (b) and (c);</li> <li>• 29 (b) (i) (ii); and</li> <li>• 40(1) (b) and (d).</li> </ul> <p><b>GUIDANCE:</b> in determining the cost of cancelling a fixed term contract, each case should be assessed on its own merits and should not be prohibitive to negate the consumer’s right to cancel that contract.</p> <p><b>RULING:</b> Vodacom’s conduct was declared unconscionable and prohibited and was ordered to pay an administrative fine of R1 million.</p>
17.	NCC V BAJ AUTO INVESTMENTS (PTY) LTD T/A AUTO INVESTMENT VANDERBIJLPARK	NCT/340381/2024/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> The investigation by the NCC, which revealed that the consumer’s 2012 Volkswagen Amarok purchased from BAJ Auto Investments (PTY) Ltd, broke down (engine failure) within five (5) days of purchase. The supplier ignored the consumer’s request for redress. The supplier made the complainant to also sign a mechanical warranty waiver certificate wherein it exonerated itself from liability in the event of a breakdown or failure.</p> <p><b>APPLICABLE SECTION OF CPA:</b> The contravening sections 56(2) read with 55(2)(c) and sections 51(1)(a) and (b) of the CPA.</p> <p><b>GUIDANCE:</b> The case highlights the legal responsibility of suppliers to ensure that goods sold are not defective and that they take accountability for any issues that arise shortly after the sale. The supplier’s refusal to repair the vehicle despite it being defective at the time of sale resulted in a financial penalty and legal consequences. This could serve as a deterrent to other businesses from neglecting consumer rights.</p> <p><b>RULING:</b> The respondent was found guilty of prohibited conduct for refusing to repair the vehicle and was ordered to refund the consumer R31 088.28 and Innovation</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			Group R75 000.00. An administrative fine of R100 000.00 was imposed, and the respondent was prohibited from engaging in similar conduct in the future.
18.	NCC VS BRAAI BLOCK	<b>NCT/341406/2024/73(2)(b)</b>	<p><b>NATURE OF THE MATTER:</b> The NCC initiated an investigation into the respondent, Braai Block (Pty) Ltd’s conduct, after receiving a tip-off about potential violations of the Consumer Protection Act (CPA). The allegations were that the respondent failed to include the location of its trading address on tax invoices and charged a varying service fee on transactions, depending on the price of each meal. The NCC conducted an investigation, confirming that the respondent’s sales records did not show the location of the business and that service fees were charged inconsistently.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Sections 23(6)(a) and 26(3)(b) of the CPA.</p> <p><b>GUIDANCE:</b> The Tribunal's ruling emphasizes that businesses must adhere strictly to the requirements of price display under the CPA. The violation of charging consumers more than the displayed price reinforces the importance of price transparency in transactions. This case sets a clear precedent that any deviations from displayed pricing are considered a contravention of the CPA, strengthening the protection of consumers from deceptive pricing practices.</p> <p><b>RULING:</b> The respondent is required to pay an administrative fine of R1 000 000.00 within 90 days.</p>
19.	UNICITY TRADING T/A CAPE SUV vs NCC & 3 OTHERS	<b>A76/2024 – HIGH COURT</b>	<p><b>NATURE OF THE MATTER:</b> The second applicant (Consumer) purchased a 2013 Daihatsu Terios for R151 900.00. The vehicle had multiple faults, repaired three times by the respondent. After the third repair, the vehicle broke down due to a</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>gearbox failure. The second applicant requested a refund, but the respondent did not comply.</p> <p>The second applicant filed a complaint, leading the first applicant to investigate and find the respondent in violation of the CPA. The Tribunal ruled that the complaint was timely, and the second applicant was entitled to a refund under section 56(3) of the CPA, as the gearbox failure occurred within three months after repairs. The Tribunal rejected the respondent's claim of impaired driving and dismissed requests for an administrative fine and costs. The second applicant was awarded a full refund. The respondent appealed the Tribunal Ruling at the High Court.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Section 116 and 56(3).</p> <p><b>GUIDANCE:</b> The case offers guidance for future consumer complaints under the CPA, making it clear that consumers can seek refunds for defective goods even after multiple repairs, promoting fairness in the marketplace.</p> <p><b>RULING:</b> The High Court confirmed the Tribunal ruling and dismissed the appeal.</p>
20.	NCC & 1 OTHER vs CAR CARE CLINIC WILROGATE (PTY) LTD T/A CAR CARE CLINIC SERVICE CENTRE	NCT/287279/2023/73(2)(b)	<p><b>NATURE OF THE MATTER:</b> The consumer paid R115 000.00 for an engine replacement by the respondent in June 2020. After collecting the vehicle, issues arose, including an oil reading problem and a "restricted performance" warning. In September 2020, the engine caught fire, and the respondent denied fault, attributing the fire to a fuel leak in November 2020. The first applicant filed a complaint with the Tribunal on 15 September 2023. The Tribunal ruled the complaint was based on the engine installation, which occurred before September 2020, meaning it should have</p>



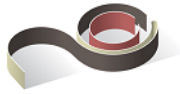
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>been filed by July 2023. As the complaint was filed late, the Tribunal dismissed the case, stating it was time-barred and awarded no costs.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Section 116 of the CPA.</p> <p><b>GUIDANCE/IMPACT:</b> The impact of this case is primarily related to the strict application of the three-year limitation period set out in Section 116(1) of the Consumer Protection Act (CPA). The case highlights the Tribunal’s strict adherence to the three-year time limit for filing complaints under the CPA. Even if the consumer experiences ongoing issues or new developments (like the respondent refusing to repair the vehicle), the prescription period commences from the original act or omission, not from the latest incident. This reinforces the importance of acting promptly in filing complaints. The ruling reinforces that the Tribunal has limited discretion to extend the three-year period. The Tribunal is bound by previous case law, such as the High Court ruling in <i>First Rand Bank Ltd v Ludick</i>, which restricts its ability to apply extensions or interruptions to the time limit. This clarifies the Tribunal’s jurisdictional boundaries and limits the scope for delays in filing complaints. In cases where there are continuing issues, the time period begins from the original act, and failing to address complaints within the prescribed time frame may result in a case being dismissed. This ruling limits access to justice by consumers affected by strict timeframes.</p> <p><b>RULING:</b> The NCC’s application is dismissed.</p>
21.	JULIE WILLIAMS vs CELL C LTD	NCT/300948/2023/75(1)(b)	<p><b>NATURE OF THE MATTER:</b> The applicant increased her cellular contract limit and activated international roaming. After exceeding her limit in France, she was invoiced R11 265.32. Despite objections by the consumer, the respondent upheld the charges. The National Consumer Commission issued a non-referral, but the</p>



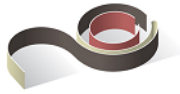
No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>applicant referred her complaint to the Tribunal. The applicant claimed she misunderstood the terms, believing her limit was R3 785.00. She argued the charges exceeded this limit and were unfair, violating the CPA. The respondent argued the applicant was aware of the terms and the delays in billing. The Tribunal found the respondent's wording of the terms, especially clause 2, was ambiguous and misleading, leading the applicant to believe her limit was effectively set. The respondent's conduct violated several CPA provisions, including unfair pricing and failing to enforce the limit properly.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Sections 4(4)(a); 4(5)(b); 48(1)(a)(i)(ii) and c(iii); 54(1)(b); 51(1)(b)(i)(ii) and (iii) of the CPA.</p> <p><b>GUIDANCE/IMPACT:</b> The Tribunal's ruling reinforces consumer protection under the CPA by holding the respondent accountable for unfair and misleading billing practices. The respondent must refund R7 480.32, pay a R500 000.00 fine, and stop similar conduct in the future. This decision sets a precedent for transparent business practices, ensures consumers are not financially burdened by unjust charges, and promotes corporate accountability.</p> <p><b>RULING:</b> The Tribunal ordered the respondent to refund R7 480.32 within 30 business days, Stop similar conduct in the future, pay a R500 000.00 administrative fine and to cover the applicant's legal costs.</p>
22.	Aletta Catereina Van Niekerk vs FirstRand Bank Ltd	<b>Supreme Court of Appeals</b> <b>Case number 065/2024</b>	<b>NATURE OF THE MATTER:</b> The Supreme Court of Appeal made a finding that the bank/financer in a credit agreement involving the supply of defective goods is both a supplier in terms of the CPA, in so far as the goods are supplied in terms of the credit agreement and a credit provider in terms of the Credit Agreement Act. Therefore, a



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>consumer is entitled to cancel the credit agreement and claim refund of the instalments paid.</p> <p><b>GUIDANCE/IMPACT:</b> This judgement allows the Commission to cite the financier/bank in the proceedings before the Tribunal and claim for cancellation of the credit agreement and refund of instalments already paid by the consumer, if the goods are defective. This judgement also opens an avenue for the Commission to inform the Credit Buros not to blacklist a consumer whilst the matter is being investigated by the Commission because such credit agreement is in dispute. However, due to limitations on the orders that can be granted by the Tribunal in terms of the CPA, which exclude cancellation of the Credit Agreement, the Commission is in the process of engaging, Financers, banks, NCT, National Credit Regulator and Credit Bureaus on the effective implementation of the said court judgement, whilst the process of amendment of the CPA is taking place.</p>
23.	Sandton Repo Cars (Pty) Ltd vs NCC and Others	High Court in Pretoria	<p><b>NATURE OF THE MATTER:</b> In this case the High Court in Pretoria, held that the cause of complaint does not arise from one incident, being the sale of a defective vehicle, but it arises from a series of events including the refusal to collect a defective vehicle and refund the consumer the purchase price. Since the vehicle had not been collected and refund had not been made, such conduct of Sandton Repo Cars constitute a continuous conduct in terms of section 116 (2) of the CPA and therefore the matter could not have prescribed until three years after such conduct ceased. The previous decisions of the National Consumer Tribunal relied on the date of supply of defective vehicle as the date when to start calculating the three-year prescription period.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Section 116 (2) of the CPA</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p><b>GUIDANCE/IMPACT:</b> This judgement has led the Commission to revisit complaints that it had formed an opinion that such complaints have lapsed and therefore could not be referred to the Tribunal.</p>
24.	Tourvest Holdings (Pty) Ltd vs Murti	Supreme Court of Appeals 806/2024	<p><b>NATURE OF THE MATTER:</b> The SCA dismissed the appeal by Tourvest Holdings (trading as Drifters Adventours) in a case where an Australian tourist, Ms Murti, was seriously injured on a safari tour in Botswana after falling from a moving vehicle. Tourvest had tried to escape liability by relying on a brochure disclaimer and an indemnity form signed by Ms Murti's partner, arguing these excluded or limited its liability.</p> <p>The Court held neither document bound Ms Murti as she had not signed the indemnity herself and there was no evidence her partner was authorised to bind her; nor had the brochure disclaimer been brought to her attention with sufficient prominence.</p> <p><b>GUIDANCE/IMPACT:</b> The SCA confirmed that the Consumer Protection Act (CPA) applies even though the tour took place outside South Africa, because the booking services were rendered in South Africa and the consumer relationship crystallised when the tour commenced. It also stressed that a supplier must comply with statutory requirements (e.g., sections 49 and 58 of the CPA) for limitation of liability and indemnity terms to be effective, including clear, prominent notice and proper consumer assent which Tourvest failed to do.</p> <p><b>APPLICABLE SECTION OF CPA:</b> Sections 49 and 58 of the CPA</p> <p>The appeal was dismissed, leaving the earlier High Court finding that Tourvest could be liable for damages.</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
25.	NCC V We Buy Cars	NCT/430958/2025/74(1)	<p><b>NATURE OF THE MATTER:</b> This is an Application in terms of Section 72(b) for Contravening various provisions of the CPA.</p> <p><b>ISSUES:</b> The Supplier admitted to non-compliance with the provisions of the CPA and entered into a settlement agreement which was made an order of the Court.</p> <p><b>RULING:</b> An administrative fine of R 2 500 000.00 was imposed upon the supplier and was ordered to refund 31 Consumers a total amount of R3 419 971.83. We Buy Cars undertook to amend their Terms and Conditions to be compliant with the CPA, create 300 jobs and Conduct Consumer awareness programme.</p> <p><b>GUIDANCE:</b> The impact of this settlement is significant in shaping both enforcement practice and market behaviour under the Consumer Protection Act, as it firmly establishes that suppliers, particularly in the pre-owned vehicle industry, cannot rely on contractual terms, disclaimers, or third-party reports to avoid liability for defective goods, thereby reinforcing the non-waivable nature of the six-month implied warranty of quality and signalling a decisive shift away from “buyer beware” to strict supplier accountability; the case also demonstrates the NCC’s willingness to pursue systemic enforcement rather than isolated dispute resolution, resulting in substantial consumer redress, administrative penalties, and mandatory changes to business practices, which collectively serve as a deterrent to non-compliant suppliers, promote fairer contracting standards across the industry, and strengthen consumer confidence by showing that regulatory intervention can deliver both financial compensation and meaningful structural reform.</p> <p>The settlement agreement between the NCC and We Buy Cars has a multi-dimensional impact as it compels the supplier to amend its standard terms and conditions to remove provisions that unlawfully excluded liability, waived consumer rights, and undermined the statutory implied warranty of quality, thereby promoting</p>



No.	Matter Name	Court & Case reference number	Legal issues and status
			<p>fair, transparent, and compliant contracting practices within the pre-owned vehicle industry.</p> <p>In addition, the undertaking to create 300 employment opportunities over a five-year period contributes meaningfully to economic development and demonstrates how regulatory enforcement can yield public interest benefits beyond compliance, while the commitment to implement a consumer awareness programme directly addresses the root causes of consumer harm by educating the public on their rights and obligations in transactions where contraventions were identified, ultimately fostering a more informed consumer base, improving market conduct, and reinforcing the role of the NCC as a proactive regulator capable of securing both corrective and developmental outcomes through settlement mechanisms.</p>

The cases brought before the NCT, and other courts demonstrate the evolution of legal interpretations and enforcement of the CPA. Consumer rights concerning product quality and contract fairness remain central themes, with suppliers increasingly held accountable for failing to meet their obligations. However, enforcement challenges persist, particularly when suppliers evade compliance by dissolving and reestablishing under new names. Recent decisions reinforce the need for transparency in vehicle sales and adherence to refund obligations and the evolving scrutiny on corporate practices affecting consumers. These cases collectively reflect a strengthening of consumer protection but also underscore ongoing hurdles in enforcement and regulatory oversight.



NATIONAL CONSUMER COMMISSION

APP 2026/27



## PART B

# OUR STRATEGIC FOCUS



NATIONAL CONSUMER COMMISSION

## Part B: Strategic Focus

### 5. Vision

The Vision of the NCC is: A marketplace for consumer goods and services that benefits consumers and contributes to economic growth, industrialisation and sustainability.

### 6. Mission

The Mission of the NCC is to: Curb unfair business practices for a fair, safe and sustainable marketplace for consumer goods and services.

### 7. Values

The following values inform everything that the NCC does:

- **Fairness:** We are committed to just treatment of all parties and unbiased decision making.
- **Integrity:** We are committed to honest, professional, and ethical conduct.
- **Good corporate governance:** We strive to always maintain good corporate governance.

### 8. Situational Analysis

As Government's priorities are around inclusive growth, poverty reduction and improved efficiencies, the NCC had to shift its paradigm in ensuring that the efforts and priority areas contribute towards the political direction. The current situational analysis of the NCC in terms of the PESTEL framework is assessed below:

#### 8.1. Political

The NCC operates within a stable legislative and policy environment, with a clear requirement from government to contribute, through available regulatory instruments, to inclusive economic growth. While consumer protection and market fairness remain central to the NCC's mandate, the NCC is also required to support economic growth, particularly in the context of sustained economic pressures on households.

Strong political support for consumer protection continues to exist. However, the NCC must balance regulatory enforcement with effective stakeholder engagement and advocacy, to ensure that enforcement actions are not perceived as being antagonistic to legitimate businesses that play a critical role in economic growth. Government recognises that sustainable economic growth is underpinned by fair participation by both consumers and suppliers, where consumer rights are protected and businesses operate within a predictable, fair and transparent regulatory environment.

## **8.2. Economic**

Economic factors such as inflation, unemployment, and economic growth influence consumer behaviour and the types of complaints the NCC receives. A growing economy can lead to increased consumer complaints.

### **8.2.1. Domestic Economic Outlook**

South Africa's projected economic growth of approximately 1.6 per cent, although modest, signals a gradual recovery and potential stabilisation of consumer confidence. Even in a low-growth environment, incremental increases in disposable income and household expenditure may occur, leading to increased market activity across retail, services and digital platforms. At the same time, government's focus on combating illicit trade and illegal imports aligns strongly with the NCC's mandate to protect consumers from unsafe and substandard goods, while also supporting local industries and economic growth.

As consumer spending rises, so does the risk of unfair business practices, misleading marketing, unsafe products and poor-quality services, particularly in price-sensitive markets. In addition, illicit goods and illegal imports continue to distort legitimate markets, undermine compliant businesses and erode tax revenues, ultimately constraining broader economic growth. Illicit goods and illegal imports also continue to threaten legitimate markets by creating unfair competition for compliant businesses that adhere to regulatory and safety standards. These practices undermine lawful enterprises, weaken incentives for compliance and investment, and contribute to revenue losses for the fiscus. Furthermore, the circulation of illicit and illegally imported goods exposes consumers to unsafe, substandard or counterfeit products, thereby eroding consumer confidence and trust in the marketplace and weakening overall market integrity.

The growing economy is likely to expose the consumers to the following challenges which will affect how the NCC responds to its mandate:

### **8.2.2. Increased exposure to unfair business practices**

This is because consumers may enter into transactions without full understanding of their rights and obligations, resulting in financial loss, reduced trust in markets and increased disputes.

During periods of economic growth, increased consumer confidence and spending can incentivise some suppliers to engage in unfair or deceptive practices in pursuit of higher



profits. These may include misleading advertising, false or exaggerated claims about products and services, hidden fees, and unfair contract terms that disadvantage consumers.

### **8.2.3. Sale of Unsafe, Substandard or Counterfeit Goods**

Economic growth and increased demand for goods may encourage the proliferation of unsafe, substandard or counterfeit products, including through informal markets and digital platforms. Illicit goods and illegal imports often bypass regulatory controls and safety standards, posing significant risks to consumer health and safety while undermining compliant suppliers.

Consumers may be exposed to hazardous products, suffer financial loss and experience limited recourse, while market integrity and local economic activity are negatively affected.

### **8.2.4. Exposure to E-Commerce related risks**

A growing economy means that consumers can engage on online transactions, sometimes with overseas suppliers. Economic growth accelerates the adoption of digital platforms and e-commerce, expanding consumer access to goods and services. However, this also increases exposure to online fraud, scams, fake or unregulated suppliers and cross-border transactions where enforcement and redress mechanisms are limited. As a result, consumers may struggle to enforce their rights, recover losses or obtain redress, particularly in cases involving foreign-based or informal online sellers.

### **8.2.5. Privacy violations and harassment**

Increased commercial activity often leads to higher volumes of consumer data collection and processing. Without effective compliance, this may result in unsolicited direct marketing, misuse of personal information. Consumers may experience loss of privacy, harassment, financial harm and diminished trust in both suppliers and regulatory institutions. The NCC's must therefore ensure the rollout of the Opt-Out Registry to be able to respond to such challenges.

### **8.2.6. Increased consumer disputes and inability by the NCC to provide the necessary redress**

Higher transaction volumes associated with economic growth are likely to lead to an increase in consumer complaints and disputes. This may place pressure on complaint-handling systems, investigative capacity and dispute resolution mechanisms, potentially resulting in delays and reduced effectiveness. Delays in redress and enforcement may erode consumer confidence in the NCC.

Effective consumer protection being enforcement and advocacy are essential to ensure that increased expenditure translates into sustainable economic participation rather than increased consumer harm.

The NCC will also focus on measures to respond to the scourge of illicit goods by developing appropriate systems of track and tracing to ensure that such goods are removed or are prevented from entering the South African market.

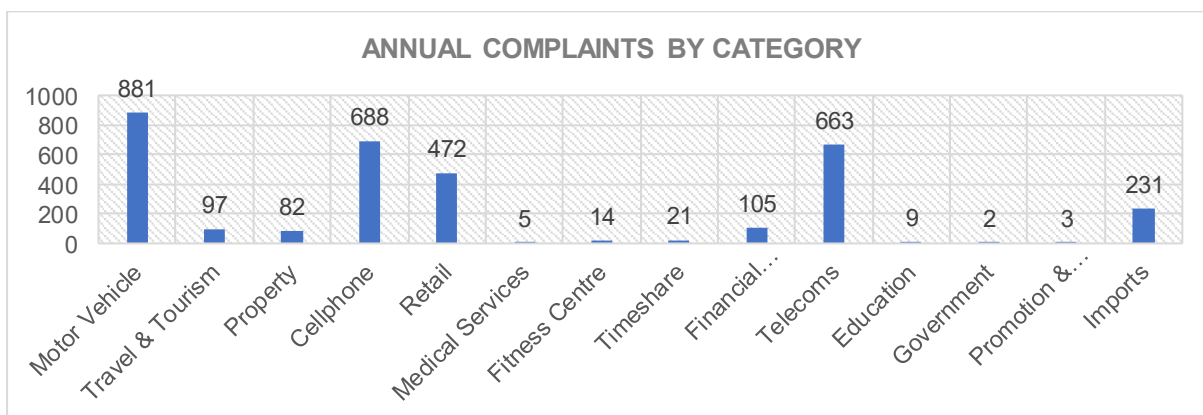
The NCC will continue to focus on priority areas as indicated below.

- Unsafe and expired foods;
- Second-hand automotive industry;
- Unfair and unreasonable pricing of goods and services;
- Unfair and unreasonable terms and conditions;
- Non-compliant Clothing, Textile, Footwear and Leather goods (CTFL);
- Market monitoring of low-quality and substandard locally produced or imported goods;
- False claims on labelling of goods;
- Scams and Ponzi schemes; and
- E-commerce.

This approach is because of a trend of complaints in the previous years as demonstrated below:

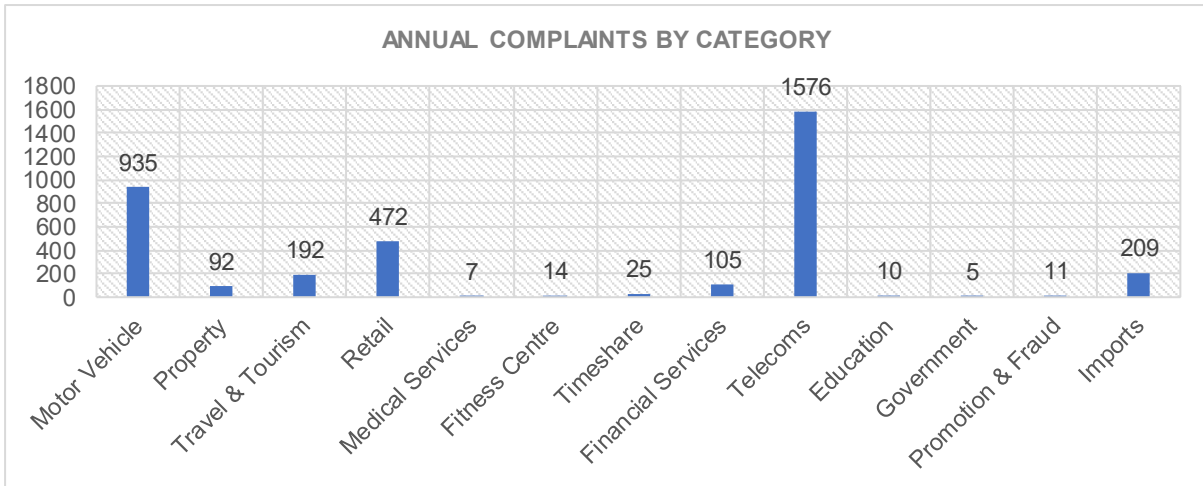
**FY 2021/2022: Total Complaints: 3274**

**Figure 1: Complaints by Category**



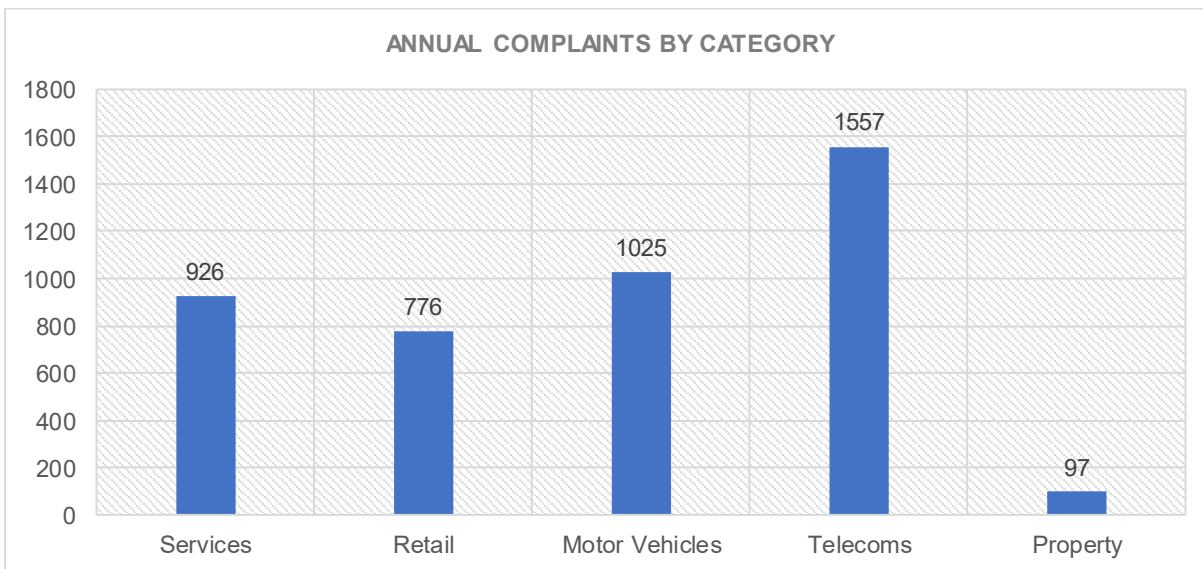
**FY 2022/2023: Total Complaints: 3653**

**Figure 2: Complaints by Category**



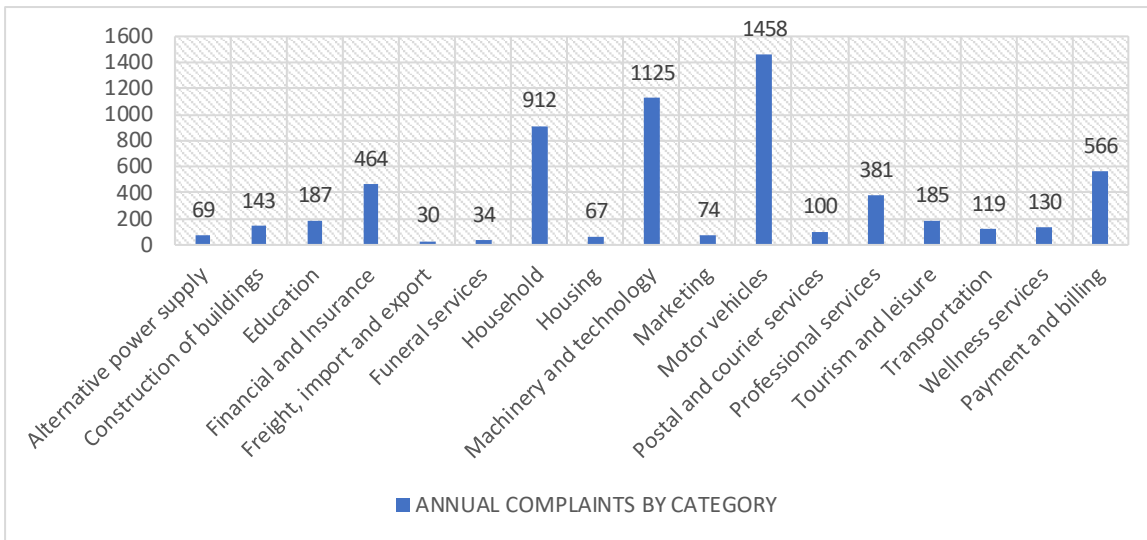
**FY 2023/2024: Total Complaints: 4381**

**Figure 3: Complaints by Category**



- *The National Consumer Commission launched an e-Service portal in 2023 which revised the categories.*

**FY 2024/2025: Total Complaints: 6044**



The NCC will play an active role in safeguarding consumer rights and preventing exploitative practices. Under these economic conditions, the NCC’s role in protecting vulnerable consumers becomes even more critical. The NCC can mitigate the impact of a growing economy, albeit slow, ensuring that their rights are protected and that they are not taken advantage of by suppliers .

The NCC’s budget and resources are dependent on government funding, however with the adoptions of the Opt-Out Registry, the NCC is expected to be self-sufficient which can improve efficiencies in dealing with consumer challenges.

### 8.3. Social

Consumers increasingly are becoming aware of their rights to expect safe goods, the right quality and value for money amongst other issues as well as accessible redress. However, vulnerable consumers, including low-income households and those in rural areas and townships, remain disproportionately exposed to exploitation, scams and unsafe goods. The NCC will continue to prioritise consumer education, advocacy and accessible redress, with particular focus on vulnerable consumers and high-risk sectors.

### 8.4. Technological

The rapid expansion of e-commerce and digital marketplaces has significantly altered consumer behaviour and market structures. While technological advancements have improved consumer access, choice and convenience, they have also introduced new and complex risks, including online fraud and scams, the sale of counterfeit or unsafe goods, cross-border enforcement challenges, and increased risks relating to data privacy and unsolicited direct marketing. Addressing these emerging risks requires adequate technical



skills and investigative capability. The NCC will therefore ensure that appropriate capacity is developed and maintained to enable effective market surveillance, investigation of digital-based misconduct and the securing of consumer redress in an increasingly digital economy.

### **8.5. Environmental**

South Africans are becoming aware of and are concerned about the environment, and these concerns seem to be influencing their consumer decisions. Most consumers may then incentivise suppliers that purport to offer more sustainable goods and services. However, consumers rights to make informed decision may be curtailed by a lack of clear, accurate and easily understandable information about the environmental impact of the products, and misleading claims by suppliers.

To address these, the NCC has to collaborate with other regulators in reshaping policies to take action against suppliers that provide misleading claims on their products offered to consumers.

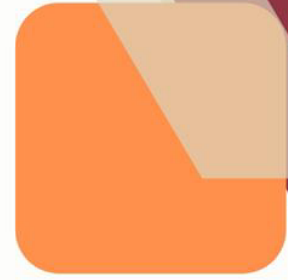
### **8.6. Legal**

The NCC operates within a complex legal framework that includes various consumer protection laws and regulations. Changes in legislation can impact its operations and risk posture. Ensuring businesses comply with consumer protection laws and effectively enforcing these laws is a continuous challenge.

The CPA remains a central legislative instrument in achieving these objectives. However, the full implementation of section 11 of the CPA (Opt-Out Registry) is likely to encounter resistance from segments of the direct marketing industry. Such resistance may manifest through lobbying, legal challenges or calls for delayed or phased implementation, which could affect enforcement timelines and compliance outcomes.

### **8.7. Conclusion**

Despite slow economic growth, the operating environment presents increased demand for comprehensive consumer protection across all consumer rights. Rising expenditure, technological disruption and illicit trade heighten consumer risk. The NCC's role remains central to protecting consumers, promoting compliance with the CPA and supporting a fair, competitive and sustainable South African economy.



## PART C

# MEASURING OUR PERFORMANCE





## Part C: Performance Measures

### 9. Institutional Performance Information

#### 9.1. Programme 1: Contribution to Government's industrialisation goals.

##### 9.1.1. Purpose

The programme aims to target business practices that contravene the CPA, exploit consumers, and undermine Government's industrialisation goals. For instance, the illicit trade in tobacco, alcohol, pharmaceuticals, food, and consumer appliances poses serious risks to South African consumers and the national economy. SARS reportedly indicated that illegal trade costs South Africa R100 billion a year, being one of the biggest threats to stability and economic growth. Illicit cigarettes alone were estimated to cost the fiscus billions in lost excise revenue. Government revenue lost due to illicit cigarette trade in 2022 was estimated at R18 billion. Counterfeit medicines endanger health, and unregulated foodstuffs and appliances can be unsafe. In Africa, counterfeit/substandard medicines are estimated to cause over 100 000 deaths annually, with the United Nations estimating that trafficked or fake medical products kill almost half a million sub-Saharan Africans every year.

For decades, South Africa's consumer-protection framework lacked a comprehensive track-and-trace system, relying on an antiquated excise "diamond" stamp for cigarettes and general labelling rules under the CPA. As the NCC's enabling statute, the CPA contains broad powers to protect consumers from deceptive practices. In particular, section 24 authorises the Minister to require prescribed goods to bear specified trade descriptions including country of origin and other information. Section 60 permits the NCC to recall unsafe products, and sections 85-88 establish a national Commission with enforcement authority throughout South Africa.



To address the scourge of illicit goods in some of the highly affected sectors, the NCC will implement a tracking and tracing system which will require the promulgation of a regulation by the Minister of Trade, Industry and Competition. Once implemented, the tracking and tracing system will introduce measures to deter smugglers and counterfeiters, facilitate rapid recalls of dangerous goods, and ensure that only properly labelled products can enter and circulate in South Africa, thereby contributing to economic growth while protecting the health of consumers.

**9.1.2. Outcomes, outputs, output indicators, and targets**

**Table 2 Programme 1: MTEF targets**

OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
				3	4	5				
Decrease in the value of illegal imports and illicit goods in key focus areas or sectors to protect the economy and eradication of practices that undermine	1.	Reduce illicit goods in the economy	Track and trace regulations of goods	N/A	N/A	N/A	N/A	Publication of the track and trace regulations	N/A	N/A
	2.	A track and trace system monitoring of illicit goods.	Implementation of a track and trace system for monitoring of illicit goods.	N/A	N/A	N/A	N/A	Implementation of a track and trace system for monitoring of illicit goods.	N/A	N/A



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
local production and industrialisation.			Monetary value of goods seized, withdrawn from the market with effect from 2027/2028.	N/A	N/A	N/A	N/A	R0 <sup>1</sup>	Range of R500 million to R1 billion worth of illicit products removed from the consumer markets.	Range of R500 million to R1 billion worth of illicit products removed from the consumer markets.
	3.	Reduction of Illicit goods by ensuring that suppliers	Number of non-compliant suppliers reduced.	N/A	N/A	N/A	N/A	Non-compliant suppliers reduced by 1 000.	Non-compliant suppliers reduced by 1 500.	non-compliant suppliers reduced by 2 000.

<sup>1</sup> There is no monetary value as implementation is dependent on the finalisation of the track and trace regulations.



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
		are compliant with CPA.								

9.1.3. Output indicators: Annual and quarterly targets

Table 3: Programme 1: Annual and quarterly targets

KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 1	Track and trace regulations of goods	Publication of the track and trace regulations	N/A	Publication of draft track and trace regulations.	N/A	Publication of final track and trace regulations.
KPI 2	Implementation of a track and trace system for monitoring of illicit goods.	Implementation of a track and trace system for monitoring of illicit goods.	N/A	N/A	N/A	Implementation of track and trace system.



KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 3	Number of non-compliant suppliers reduced.	Non-compliant suppliers reduced by 1 000.	Non-compliant suppliers reduced by 250.	Non-compliant suppliers reduced by 300.	Non-compliant suppliers reduced by 200.	Non-compliant suppliers reduced by 250.

### 9.1.4. Explanation of planned performance

The track and trace of illicit goods will assist in ensuring that both imported and locally manufactured illicit products are easily identified and followed up. There are currently limited systems of tracking and tracing illicit products in the market. The current instruments are limited and have been found to be prohibitive in cases product recalls and follow ups on illicit goods. Areas to be included, e.g. barcoding systems as well as aligning current labelling requirements in different national regulations. This will contribute to the reduction of availability of non-compliant and substandard goods in South African market.

Issuance of compliance certificates and non-referrals to suppliers who were as a result of inspections and investigation found to be non-compliant, is evidence confirming compliance with the CPA and other national laws on safety standards. The NCC will follow both the pro-active and reactive approaches to detect practises that undermine industrialisation. The NCC will intensify the collaboration with ITAC, SARS Customs, the BMA and the Provincial Consumer Protection Authorities.



**9.2. Programme 2: Curbing prohibited conduct.**

**9.2.1. Purpose**

To provide for an accessible, efficient and effective system of redress to consumers. This will ensure that vulnerable populations are not exploited by deceptive practices, or fraudulent activities. The goal is to safeguard vulnerable consumers from financial exploitation and contribute to a more equitable economic environment, ultimately improving living standards and reducing the financial burden on low-income households.

**9.2.2. Outcomes, outputs, output indicators, and targets**

**Table 4: Programme 2 MTEF Targets**

OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
				3	4	5				
Consumer Redress emanating from prosecution, investigation and settlements	4.	Money saved for consumers through prosecution, investigation and settlements of unfair	Total rand value saved for consumers through prosecution, investigation and settlements of unfair	N/A	N/A	N/A	N/A	R150 million saved for consumers through prosecution, investigation and settlements	R150 million saved for consumers through prosecution, investigation and settlements	R150 million saved for consumers through prosecution, investigation and settlements



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
of unfair business practices.		business practices	business practices through NCC, MIOSA and CGSO							
	5.	Success rate in cases prosecuted before the National Consumer Tribunal.	Percentage of cases in favour of the NCC on matters brought before the National Consumer Tribunal.	N/A	N/A	N/A	N/A	85% of cases won before the National Consumer Tribunal	85% of cases won before the National Consumer Tribunal	85% of cases won before the National Consumer Tribunal
	6.	Success rate in cases prosecuted	Percentage of cases in favour of the NCC on	N/A	N/A	N/A	N/A	85% of cases won before the courts	85% of cases won before the courts	85% of cases won before the courts



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
		before the Courts.	matters brought before the Courts.							
	7.	Consumer Complaints finalized.	Percentage of consumer complaints finalized.	N/A	N/A	59%	76%	75% of consumer complaints finalized.	75% of consumer complaints finalized.	75% of consumer complaints finalized.
Protection of consumers against unwanted direct marketing.	8.	Protection of consumers against unwanted direct marketing.	Number of direct marketers registered on the Opt-Out Registry.	N/A	N/A	N/A	N/A	20 000 direct marketers registered on the Opt-Out Registry system.	30 000 direct marketers registered on the Opt-Out Registry system.	10 000 direct marketers registered on the Opt-Out Registry system.



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
	9.	Protection of consumers against unwanted direct marketing.	Number of consumers protected from unwanted direct marketing.	N/A	N/A	N/A	N/A	500 000 consumers protected from unwanted direct marketing.	1 million consumers protected from unwanted direct marketing.	1.5 million consumers protected from unwanted direct marketing.
<b>Reduced harm suffered by consumers from unsafe products, unfair trading practices and unfair pricing.</b>	10.	Protection of consumers from unsafe, defective and hazardous products.	Time taken to administer and issue communication on product recalls.	N/A	N/A	Administered 53 out of 58 product recalls and issued communication thereon within 20 business	Administered 98 out of 98 product recalls and issued communication thereon within 20 business of recall notice	Administer product recalls within 20 business days of receipt of recall notice from suppliers.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
						of receipt of recall notice from suppliers	from suppliers			

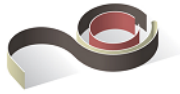
9.2.3. Output indicators: Annual and quarterly targets

Table 5: Programme 2: Annual & quarterly targets

KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 4	Total rand value saved for consumers through prosecution, investigation and settlements of unfair business practices	R150 million saved for consumers through prosecution, investigation and settlements.	R37.5 million saved for consumers through prosecution, investigation and settlements.	R37.5 million saved for consumers through prosecution, investigation and settlements.	R37.5 million saved for consumers through prosecution, investigation and settlements.	R37.5 million saved for consumers through prosecution, investigation and settlements.



KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
	through NCC, MIOSA and CGSO.					
KPI 5	Percentage of cases in favour of the NCC on matters brought before the National Consumer Tribunal.	85% of cases won before the National Consumer Tribunal.	85% of cases won before the National Consumer Tribunal.	85% of cases won before the National Consumer Tribunal.	85% of cases won before the National Consumer Tribunal.	85% of cases won before the National Consumer Tribunal.
KPI 6	Percentage of cases in favour of the NCC on matters brought before the Courts.	85% of cases won before the Courts.	85% of cases won before the Courts.	85% of cases won before the Courts.	85% of cases won before the Courts.	85% of cases won before the Courts.
KPI 7	Percentage of consumer complaints finalized.	75% of consumer complaints finalized.	75% of consumer complaints finalized.	75% of consumer complaints finalized.	75% of consumer complaints finalized.	75% of consumer complaints finalized.
KPI 8	Number of direct marketers registered on the Opt-Out Registry.	20 000 direct marketers registered on the Opt-Out Registry system.	N/A	6 000 direct marketers registered on the Opt-Out Registry system.	7 000 direct marketers registered on the Opt-Out Registry system.	7 000 direct marketers registered on the Opt-Out Registry system.
KPI 9	Number of consumers protected from unwanted direct marketing.	500 000 consumers protected from unwanted direct marketing.	N/A	100 thousand consumers protected from unwanted direct marketing.	200 thousand consumers protected from unwanted direct marketing.	200 thousand consumers protected from unwanted direct marketing.



KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 10	Time taken to administer and issue communication on product recalls.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.	Administer product recalls within 20 business days of receipt of recall notice from suppliers.

**9.2.4. Explanation of planned performance**

The targeted outcome in dealing with consumer complaints will be to provide consumers with tangible, demonstrable redress in terms of actual monies put back in their pockets or saved by consumers by not paying from their pockets. Suppliers take advantage of consumers due to consumer’s vulnerability during the process of negotiation of sale transactions, which puts consumers in a less favourable position when such transactions are terminated, resulting in infringement of consumer rights. Complaints received by the NCC, CGSO and MIOSA will in the main be resolved through negotiated settlements that ensure refunds to consumers are made by suppliers swiftly and where replacements or repairs have been the elected by consumers, such redress is provided to consumers as required in terms of the CPA. Where settlement agreements could not be reached, such matters will be referred to the NCT for prosecution so that consumers rights are enforced, resulting in suppliers being ordered to either refund monies paid by consumers or repair or replace defective goods.

The Opt-Out Registry is a critical regulatory mechanism designed to protect consumers from unsolicited direct marketing communications. Registration of direct marketers on the Opt-Out Registry ensures compliance with applicable consumer protection and data privacy legislation, promotes ethical marketing practices, and strengthens consumer trust.



Registration on the Opt-Out Registry enables direct marketers to align their operations with regulatory requirements governing unsolicited marketing communications. This ensures adherence to consumer protection laws, data protection principles, and industry standards, thereby reducing the risk of non-compliance.

By using the registry to screen marketing databases, direct marketers significantly reduce exposure to regulatory penalties, consumer complaints, enforcement actions, and reputational harm arising from unlawful marketing practices.

Registration contributes to raising industry standards by promoting responsible marketing conduct and discouraging abusive or intrusive marketing practices. A compliant industry ensures that ethical businesses are not disadvantaged by competitors engaging in unlawful or aggressive marketing practices. Registration supports adherence to principles of consent, transparency, accountability, and lawful processing of personal information.

The registration of direct marketers on the Opt-Out Registry delivers significant benefits to consumers, businesses, and regulators. It promotes legal compliance, ethical marketing conduct, operational efficiency, and consumer trust. Ultimately, the registry contributes to a fair, transparent, and responsible direct marketing environment that protects consumer rights while supporting sustainable business practices.

The Opt-Out Registry protects consumers' personal information by limiting how their contact details may be used for marketing purposes, strengthening compliance with data protection and privacy legislation. Consumers gain direct control over whether their personal contact information may be used for marketing, empowering them to manage their communication preferences. By reducing nuisance communications, Opt-Out Registry helps improve consumers' daily experience, reducing frustration, interruptions, and harassment from persistent marketers. Registration provides a formal basis for regulatory action. Any direct marketing received after registration can be reported and investigated, enabling enforcement against non-compliant marketers. Limiting exposure to unsolicited communications reduces the likelihood of falling victim



to marketing-related scams, phishing attempts, and fraudulent schemes. By decreasing unwanted calls and messages, consumers avoid potential airtime, data, and time costs associated with handling nuisance communications.

Opt-Out Registry registration for consumers is quick, free of charge, and accessible via online platforms, mobile devices, or designated service channels. Once registered, consumers remain protected unless they choose to opt back in, ensuring long-term control and peace of mind. Widespread participation strengthens regulatory oversight and promotes ethical marketing practices across industries.

### **9.3. Programme 3: Education and Awareness**

#### **9.3.1. Purpose**

To promote consumer protection by educating, empowering, and advocating for consumers, while fostering compliance by businesses with the CPA. The core purpose and functions is to protect consumers through education, advocacy, and awareness programmes, particularly focusing on vulnerable groups (such as low-income communities, rural consumers, the elderly, minors, people with disabilities, and those with limited literacy, increase public awareness of consumer rights and responsibilities under the CPA, conduct consumer and business initiatives and outreach campaigns to improve understanding of the CPA, engage in stakeholder management and collaboration, building relationships with regulators, industry bodies, civil society, consumer groups, regional and global consumer protection bodies, and strengthen the NCC's public profile as South Africa's leading consumer protection authority. To promote a fair, transparent, and ethical marketplace by advancing consumer education, awareness, and advocacy, and by encouraging responsible business conduct in compliance with the CPA.

Product safety recalls are meant to protect consumers from harmful products that are either still on the market or already in the hands of consumers. The NCC receives notification of recalls from the manufacturers or retailers who would have identified the product failure. The guidelines on product safety, require that the manufacturer or retailer of goods notify the NCC as required by law, and submit the recall strategy



to ensure a successful recall, communication plan to ensure affected consumers are reached. The NCC reviews the notification, recall strategy and communication plan for effectiveness and completeness.

The NCC communicates with the public through national media, and all its social media platforms to ensure that consumers are aware of the recall. In the event were the NCC in its administration of the product recalls, notes possible negligence or prohibited conduct, a formal investigation would then ensue.

**Table 6 Programme 3: MTEF targets**

OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Increased business and consumer awareness of the CPA	11.	Heightened public awareness relating to consumer rights.	Number of consumers reached.	N/A	N/A	N/A	N/A	500 000 consumers reached.	500 000 consumers reached.	500 000 consumers reached.
	12.	Improved business compliance with the CPA.	Number of businesses reached for compliance awareness.	N/A	N/A	N/A	N/A	1 000 businesses reached.	1 000 businesses reached.	1 000 businesses reached.



**9.3.2. Output indicators: Annual and quarterly targets**

**Table 7: Programme 3: Annual & quarterly targets**

KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 11	Number of consumers reached.	500 000 consumers reached.	100 000 consumers reached.	100 000 consumers reached.	200 000 consumers reached.	100 000 consumers reached.
KPI 12	Number of businesses reached for compliance awareness.	1 000 businesses reached.	100 businesses reached.	300 businesses reached.	300 businesses reached.	300 businesses reached.

**9.3.3. Explanation of planned performance**

The Education, Advocacy, and Awareness Programme is a strategic intervention aimed at protecting and empowering consumers while promoting fair business practices through structured education, targeted awareness initiatives, and strategic advocacy. The programme seeks to foster informed consumer participation, improve supplier compliance, and strengthen public confidence in South Africa’s consumer protection framework, in line with the mandate of the CPA.

The planned performance for the financial year will focus on expanding national consumer education outreach, intensifying business compliance awareness, strengthening stakeholder collaboration, and enhancing monitoring and evaluation systems. These interventions are designed to contribute to the creation of a fair, transparent, ethical, and competitive marketplace.



The purpose of the programme is to design and implement consumer education, awareness, and advocacy initiatives that enhance public understanding of consumer rights and responsibilities, promote ethical business conduct, and support effective enforcement of consumer protection legislation.

Consumer education awareness workshops will form the core delivery mechanism of the programme. These workshops will be conducted across all provinces, with a particular focus on rural, peri-urban, and vulnerable communities, including youth, elderly persons, people with disabilities, and low-income households.

The workshops are aimed at:

- Increasing awareness of consumer rights and responsibilities under the CPA.
- Empowering consumers to make informed purchasing decisions.
- Improving access to complaint and redress mechanisms.
- Promoting economic inclusion and social equity.
- Reducing vulnerability to fraud, misleading marketing, and unfair contractual practices.

Planned performance in this area will ensure that consumers are transformed into informed, confident participants in the economy, capable of asserting their rights, protecting themselves against exploitation, and contributing to a fair and transparent marketplace.

Targeted awareness and advocacy campaigns will be implemented through community outreach, media platforms, public engagements, and stakeholder partnerships. These campaigns will disseminate information on consumer rights, complaint procedures, and supplier obligations. The campaigns aim to increase public visibility of consumer protection legislation and institutions, promote ethical business conduct and regulatory compliance, enhance public trust in consumer protection mechanisms.



This approach ensures broad-based access to information and supports behavioural change among both consumers and businesses.

Business compliance awareness forms a critical strategic pillar of the programme. Planned performance will include supplier workshops, industry engagements, compliance guidance sessions, and sector-focused outreach initiatives. This intervention seeks to promote lawful, ethical, and responsible business conduct, encourage voluntary compliance with the CPA, reduce reliance on reactive enforcement and litigation, and minimise consumer harm and market abuse.

By strengthening compliance awareness, the programme will contribute to regulatory efficiency, improved supplier accountability, market integrity, and sustainable economic development.

The NCC will enter into strategic partnerships with institutions of higher learning to integrate consumer protection matters into their legal curricula. This initiative aligns with the NCC's mandate to promote, protect, and advance consumer rights, as well as to strengthen enforcement capacity within the consumer protection framework. By embedding consumer protection law into formal legal education, the NCC aims to cultivate a skilled, knowledgeable, and dedicated pipeline of future legal practitioners specialising in consumer protection.

Consumer protection is a critical component of a fair, transparent, and inclusive economic system. However, historically, consumer protection law has received limited attention within mainstream legal education. As a result, there has been a shortage of legal professionals with specialised knowledge and expertise in this field. The increasing complexity of consumer markets, rapid technological advancement, digital commerce, and evolving business practices have heightened the need for strong regulatory oversight and enforcement. This has underscored the importance of developing specialised legal capacity to address emerging consumer challenges effectively.

Recognising this gap, the NCC will initiate partnerships with institutions of higher learning to formally integrate consumer protection into law curricula, ensuring that graduates are adequately equipped to address consumer-related legal matters.



**The partnerships aim to achieve the following strategic objectives:**

**Strengthening Legal Capacity in Consumer Protection:** By integrating consumer protection into academic programmes, the NCC seeks to develop a strong foundation of legal knowledge among law students, thereby increasing the number of competent professionals available to serve in regulatory bodies, private practice, academia, and consumer advocacy organisations.

**Promoting Consumer Protection as a Career Stream:** The initiative positions consumer protection as a specialised and viable career path for law students. Exposure to the discipline at an early stage enables students to appreciate its relevance, complexity, and social impact, thereby encouraging career interest and long-term professional commitment.

**Enhancing Regulatory and Enforcement Capability:** A skilled workforce is essential for effective enforcement of consumer protection legislation. By contributing to the training of future professionals, the NCC strengthens the overall enforcement ecosystem and supports consistent, informed regulatory action across sectors.

**Supporting Research and Policy Development:** Academic partnerships facilitate collaborative research, legal analysis, and policy development. This contributes to evidence-based regulatory interventions and continuous improvement of consumer protection frameworks.

The partnerships will focus on curriculum integration, practical learning and experiential exposure, guest lectures and capacity building, and research collaboration. In the long term, these partnerships will contribute to the development of a sustainable and skilled professional ecosystem that supports consumer welfare, economic fairness, and regulatory effectiveness. By elevating consumer protection as a distinct legal discipline and career stream, the NCC ensures continuous capacity development and institutional resilience.



**9.4. Programme 4: Efficient delivery of services**

**9.4.1. Purpose:**

To enhance the overall effectiveness and responsiveness of services to deliver faster, higher-quality services to customers in a timely, reliable, and cost-effective manner. Also to keep its online systems fit for purpose by maintaining a high availability of systems to enable consumers to file complaints or access information quickly. This reduces red tape by simplifying the filling and handling of consumer complaints thus reducing the time it takes to file a complaint and get feedback from the NCC. The programme also seeks to improve the NCC’s contribution to transformation by targeting to attain at least a level 3 B-BBEE rating.

**9.4.2. Outcomes, outputs, output indicators, and targets**

**Table 8 Programme 4: MTEF targets**

OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
Contribution to the realization of a capable state	13.	Payment of service providers within 20 business days.	Number of days taken to pay suppliers.	N/A	N/A	473 of 481 service providers were paid within 20 business days.	1 199 of 1 199 service providers were paid within average 20 business days.	Pay service providers within 20 business days.	Pay service providers within 20 business days.	Pay service providers within 20 business days.



OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
	14.	Staff retention	Percentage of vacancy rate	N/A	N/A	N/A	N/A	10% vacancy rate of funded positions.	8% vacancy rate of funded positions.	6% vacancy rate of funded positions.
	15.	A capable organisation that complies with key legislation.	Compliance with the B-BBEE Act by attaining a rating of level 3.	N/A	N/A	N/A	N/A	B-BBEE rating of level 3.	B-BBEE rating of level 3.	B-BBEE rating of level 3.
<b>Increasing skills and work experience for the economy</b>	16.	Jobs created to improve service levels of non-compliant suppliers through	Number of jobs created to improve service levels of non-compliant suppliers through	N/A	N/A	N/A	N/A	200 jobs created to improve service levels of non-compliant suppliers through	200 jobs created to improve service levels of non-compliant suppliers through	200 jobs created to improve service levels of non-compliant suppliers through

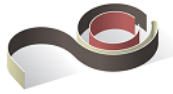


OUTCOME	KPI Number	Output	Output indicator	Audited Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/2025		2025/2026	2026/2027	2027/2028
		undertakings or settlements.	undertakings or settlements.					undertakings or settlements.	undertakings or settlements.	undertakings or settlements.

**9.4.3. Output indicators: Annual and quarterly targets**

**Table 9: Programme 4: Annual & quarterly targets**

KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 13	Number of days taken to pay suppliers.	Pay service providers within 20 business days.	Pay service providers within 20 business days.	Pay service providers within 20 business days.	Pay service providers within 20 business days.	Pay service providers within 20 business days.
KPI 14	Percentage of vacancy rate.	10% vacancy rate of funded positions.	10% vacancy rate of funded positions.	10% vacancy rate of funded positions.	10% vacancy rate of funded positions.	10% vacancy rate of funded positions.
KPI 15	Compliance with the B-BBEE Act by attaining a rating of level 3.	B-BBEE rating of level 3	N/A	N/A	N/A	B-BBEE rating of level 3



KPI No	Output indicator	Annual Target	Q1	Q2	Q3	Q4
KPI 16	Number of jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.	200 jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.	50 jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.	50 jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.	50 jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.	50 jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.

**9.4.4. Explanation of planned performance**

The planned performance is aimed at providing support to the NCC to ensure that the appropriate technology architecture, electronic communications channels and other associated information resources and services are available to ensure that the NCC can operate efficiently and securely. Through this programme the NCC contributes to the employment of unemployed graduates, ensure service providers are paid reasonably quickly and to also maintain a low vacancy rate.

In addition, and as part of undertakings made to the NCC and settlement agreements confirmed by the NCT, non-compliant businesses will be required to create employment opportunities to improve service delivery and ensure compliance with the CPA. Through this initiative, the NCC targets to create 200 new jobs in each of the financial years throughout the MTEF period. In total, the NCC will directly and indirectly contribute at least 225 jobs in the economy in each of the financial years throughout the MTEF period.



## 9.5. Programme resource considerations

### 9.5.1. Revenue Analysis

The projected revenue in the MTEF is shown in the below table:

**Table 10: Revenue**

Revenue	2025/2026 Annual Budget R'000	2026/2027 Annual Budget R'000	2027/2028 Annual Budget R'000	2028/2029 Annual Budget R'000
<b>Government Grants</b>	88 360	73 410	76 340	78 712
<b>Interest</b>	3 356	3 670	3 817	3 936
<b>Total Revenue</b>	<b>91 716</b>	<b>77 080</b>	<b>80 157</b>	<b>82 648</b>

The revenue will significantly decrease in the 2026/2027 financial year from R91,7 Million to R77 Million and will remain constrained throughout the MTEF. Reliance on grants remains a significant and primary part of the budget, emphasizing the need for careful fiscal management as the budget is vulnerable to shocks. This trajectory highlights the importance of balancing the present needs with long-term fiscal health.

During the 2025/2026 financial year, an additional grant of R17 Million was allocated to mainly mitigate against the budgetary pressures due to the growing complexity of consumer complaints, increasing number of cases in litigation, increasing product recalls and IT costs to prepare for the implementation of the Opt-Out Registry.

The NCC faces resource constraints particularly due to the limited budget from 2026/2027 onwards. In the 2026/2027 financial year, the NCC will develop a business case for additional funds to ensure that the NCC adequately responds to the growing mandate and to address emerging challenges in the marketplace including persistent risks of foodborne illnesses, food pricing concerns, challenges with unfair business terms and conditions, as well as emerging issues in e-Commerce.



### 9.5.2. Expenditure Analysis

**Table 11: Expenditure Analysis**

Expenditure per strategic objective	2025/2026 Annual Budget R'000	2026/2027 Annual Budget R'000	2027/2028 Annual Budget R'000	2028/2029 Annual Budget R'000
Administration	55 474	46 622	48 483	49 989
<b>Programme 1:</b> Contribution to Government's industrialisation goals	16 657	13 999	14 558	15 010
<b>Programme 2:</b> Curbing prohibited conduct.	6 670	5 606	5 830	6 011
<b>Programme 3:</b> Education and Awareness.	6 401	5 379	5 594	5 768
<b>Programme 4:</b> Efficient delivery of services	6 514	5 474	5 693	5 870
<b>Total</b>	<b>91 716</b>	<b>77 080</b>	<b>80 157</b>	<b>82 648</b>

The expenditure for the years from 2026 to 2029 are exactly matched with the revenue. There is no projected deficit or surplus, which indicates that the NCC maintains fiscal discipline. However, the tight budgeting limits the NCC's flexibility to respond to unexpected economic shocks or emergencies. If the cost of delivering services rises faster than revenue, this could further strain the NCC's capacity to meet its mandate.



**Table 12: Economic Classification**

Economic Classification	2025/2026 Annual Budget R'000	2026/2027 Annual Budget R'000	2027/2028 Annual Budget R'000	2028/2029 Annual Budget R'000
<b>Current expenses</b>	<b>91 716</b>	<b>77 080</b>	<b>80 157</b>	<b>82 648</b>
Compensation of employees	53 546	55 222	55 222	55 222
Goods and services	38 170	21 858	24 935	27 426
<b>Total</b>	<b>91 716</b>	<b>77 080</b>	<b>80 157</b>	<b>82 648</b>

**9.5.3. Materiality Framework**

Due to the nature of the NCC’s business, the best indicator regarding business activity is expenditure. There is lower risk on revenue as 95% of the revenue is made up of government grants. As such, a 0,50% of expenditure was selected for this framework. As a result, transactions in excess of the below amounts are considered material:

**Table 13: Materiality Framework**

Materiality	%	2025/2026 Annual Budget R'000	2026/2027 Annual Budget R'000	2027/2028 Annual Budget R'000	2028/2029 Annual Budget R'000
Expenditure		91, 716	77 080	80 157	82 648
Materiality	0,50%	459	385	400	413



**10. Key Risks and mitigation**

**10.1. Risks relating to the outcomes.**

**Table 14: Key Risks and mitigation**

Risk No	Outcomes	Key Risks	Risk Mitigation
STR 1	To reduce the availability of non-compliant and substandard goods and foodstuffs and to inculcate a culture of compliance with the CPA.	Limited inspection capacity.	<ul style="list-style-type: none"> <li>• Filling of vacant positions on the structure.</li> <li>• Procurement of additional vehicles through the transversal contract.</li> </ul>
STR 2	To reduce exploitation by ensuring that vulnerable populations are not exploited by deceptive practices, or fraudulent activities.	Lack of skills to investigate fraudulent and deceptive conduct.	<ul style="list-style-type: none"> <li>• Provide skills to investigate and enforce.</li> <li>• Conduct awareness campaigns for consumers on scams.</li> </ul>
STR 3	To Educate consumers to demand quality goods and services and enforce their rights and demand quality goods and business is educated their obligations in terms of the CPA.	<p>Lack of consumer awareness on their legal rights and protections under CPA which can lead to underreporting of complaints.</p> <p>Businesses may fail to fully understand or adhere to legislative and regulatory requirements of CPA, either due to negligence, lack of knowledge, or deliberate non-compliance.</p>	<ul style="list-style-type: none"> <li>• Self-initiated consumer education outreach programmes.</li> <li>• Use diverse media platforms (social, print, electronic, webinars) to expand the NCC national reach.</li> <li>• Collaboration and partnerships with relevant external stakeholders.</li> </ul>



Risk No	Outcomes	Key Risks	Risk Mitigation
STR 4	Accessible and coherent consumer protection system.	Inadequate financial resources (budget) to achieve the mandate of the organisation.	<ul style="list-style-type: none"> <li>Engage <b>dtic</b> and National Treasury for additional funds to increase the baseline.</li> <li>Partnerships with other government or/and private institution</li> <li>Quarterly monitoring and reprioritisation of the available financial resources.</li> </ul>
	Ensure adequate human resource capacity to deliver on the NCC's Strategy.	Inadequate capacity to respond to organisational mandate	<ul style="list-style-type: none"> <li>Engage <b>dtic</b> and National Treasury for additional funds to increase the baseline.</li> <li>Conduct organisational redesign.</li> </ul>



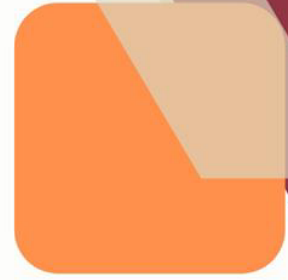
## 10.2. Fraud Prevention

The Public Finance Management Act, No. 1 of 1999 and Treasury Regulations, 2005 requires the Accounting Authority (Commissioner) to adopt a risk management strategy that must include a formal Fraud Prevention Plan and to submit the Fraud Prevention Plan together with the Annual Performance Plan to the Executive Authority annually.

The NCC has an approved Fraud Prevention Policy, Strategy, and Implementation Plan. These documents were developed to prevent, detect, and address acts of corruption. A fraud and corruption risk assessment was conducted, and action plans were identified and monitored on a quarterly basis. Regular communication, including workshops and information-sharing sessions, was undertaken to promote awareness and reporting of fraud and corruption within the NCC.

Additionally, the NCC has an approved Whistleblowing Policy that serves as a mechanism and guide for reporting suspected fraud and corruption. The policy outlines the procedures for reporting such incidents anonymously. This information has been communicated to all employees.

Fraud reporting boxes have been placed within the building, and the hotline number for reporting possible fraud or corruption is displayed on each box and in the Whistleblowing Policy. Internal reports of fraud and corruption can also be submitted via the NCC's designated email: [fraud@thenc.org.za](mailto:fraud@thenc.org.za) .



**PART D**

**TECHNICAL INDICATOR  
DESCRIPTIONS**

**(TIDS)**



## Part D: Technical Indicator Descriptions

### Technical Indicator Descriptions (TIDs)

#### TID 1: Reduce illicit goods in the economy

**Table 15: TID1: Reduce illicit goods in the economy**

Indicator title	Track and trace regulations of goods
<b>Short definition</b>	The track and trace regulations are an enabler to the implementation of the track and trace system in order to ensure removal of illicit goods from the economy.
<b>Purpose/importance</b>	Regulations will enable the removal of illicit goods from the economy. The regulations will require the approval of the Minister of Trade, Industry and Competition.
<b>Source/collection of data</b>	Government Gazette Draft and final track and trace regulations
<b>Method of calculation</b>	Actual Output
<b>Means of verification</b>	Draft and final track and trace regulations
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved.
<b>Indicator responsibility</b>	Divisional Head: Complaints and Investigations Divisional Head: Legal and Enforcement

**TID 2: A track and trace system monitoring of illicit goods.****Table 16: TID2: A track and trace system monitoring of illicit goods.**

<b>Indicator title</b>	<b>Implementation of a track and trace system for monitoring of illicit goods.</b>
<b>Short definition</b>	Mechanism for track and trace illicit goods to ensure that they are identified and removed from or prevented to enter the market. This will involve the identification and accreditation of new and existing track and trace systems within the context of the envisaged Track and Trace Regulations of goods.
<b>Purpose/importance</b>	To enable the tracking and tracing of illicit goods.
<b>Source/collection of data</b>	Accreditation of new or existing track and trace systems
<b>Method of calculation</b>	Actual output
<b>Means of verification</b>	Track and trace system
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved.
<b>Indicator responsibility</b>	Divisional Head: Complaints and Investigations Divisional Head: Legal and Enforcement



**TID 3: Reduction of Illicit goods by ensuring that suppliers are compliant with CPA**

**Table 17: TID3: Reduction of Illicit goods by ensuring that suppliers are compliant with CPA**

Indicator title	Number of non-compliant suppliers reduced
<b>Short definition</b>	<p>Following investigations and inspections, non-compliant suppliers will be issued with compliance notices instructing them to adhere to the requirements of the CPA.</p> <p>Compliance certificates will be issued to suppliers who achieve compliance after receiving such notices.</p> <p>Suppliers who are found to be compliant during inspections and investigations will be issued with notices of non-referral.</p> <p>Suppliers who fail to comply after the issuance of compliance notices may be subject to prosecution.</p> <p>This process confirms compliance with the CPA and other applicable national laws relating to safety standards.</p>
<b>Purpose/importance</b>	Reduction of non-compliant suppliers to ensure compliance with the CPA.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Investigation certificates</li> <li>• Certificates of Compliance</li> <li>• Non-referral notices</li> <li>• Referral papers to the tribunal</li> </ul>
<b>Method of calculation</b>	A simple count
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• The number of compliance certificates</li> <li>• The number of Non-referral notices</li> <li>• List of compliant suppliers</li> <li>• Referral papers to the tribunal</li> <li>• Investigation certificates</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	<p>Divisional Head: Complaints and Investigations</p> <p>Divisional Head: Legal and Enforcement</p>



**TID 4: Money saved for consumers through prosecution, investigation and settlements of unfair business practices**

**Table 18: TID4: Money saved for consumers through prosecution, investigation and settlements of unfair business practices**

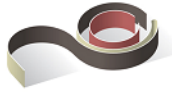
<b>Indicator title</b>	<b>Total rand value saved for consumers through prosecution, investigation and settlements of unfair business practices through NCC, MIOSA and CGSO</b>
<b>Short definition</b>	Actual money paid back into the pockets of consumers or monies saved from being paid by consumers.
<b>Purpose/importance</b>	The targeted outcome of the consumer complaints will be to provide consumers with tangible, demonstrable redress in terms of actual monies put back in their pockets. Complaints received by the NCC, CGSO and MIOSA will in the main be resolved through negotiated settlements that ensure refunds were replacements and repairs are not appropriate, and the election of a refunds by consumers in terms of the CPA is indicated.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Actual redress amounts recorded on complaint records</li> <li>• Register of resolved complaints</li> <li>• Negotiated Settlements</li> <li>• Consent Agreements</li> <li>• Tribunal/Court judgements</li> </ul>
<b>Method of calculation</b>	Total Value of redress as recorded in the : <ul style="list-style-type: none"> <li>• Register of complaints resolved by CGSO and MIOSA.</li> <li>• Register of complaints resolved by the NCC.</li> </ul> Complaints records such as Negotiated Settlements.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Register of matters resolved by the NCC, CGSO and MIOSA indicating redress.</li> <li>• Complaints records such as Negotiated Settlements.</li> <li>• Register of Tribunal/Court judgements/Consent orders</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Divisional Head: Complaints and Investigations  Divisional Head: Legal Services

**TID 5: Success rate in cases prosecuted before the National Consumer Tribunal****Table 19: TID5: Success rate in cases prosecuted before the National Consumer Tribunal**

<b>Indicator title</b>	<b>Percentage of cases in favour of the NCC on matters brought before the National Consumer Tribunal</b>
<b>Short definition</b>	Measures the success of the National Consumer Commission through redress orders granted by the National Consumer Tribunal against non-compliant suppliers in favour of consumers.
<b>Purpose/importance</b>	This is an indication that consumers have access to a system of redress which is efficient and effective.
<b>Source/collection of data</b>	Tribunal Orders
<b>Method of calculation</b>	Number of orders issued by NCT in favour of the NCC, divided by total number of orders issued by NCT.
<b>Means of verification</b>	<ul style="list-style-type: none"><li>• Register of matters finalised by the National Consumer Tribunal.</li><li>• Judgements and consent orders.</li></ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Divisional Head: Legal Services

**TID 6: Success rate in cases prosecuted before the Courts****Table 20: TID6: Success rate in cases prosecuted before the Courts**

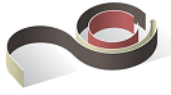
<b>Indicator title</b>	<b>Percentage of cases in favour of the NCC on matters brought before the Courts</b>
<b>Short definition</b>	Measures the success of the National Consumer Commission through redress orders granted by the Courts against non-compliant suppliers in favour of consumers.
<b>Purpose/importance</b>	This is an indication that consumers have access to a system of redress which is efficient and effective.
<b>Source/collection of data</b>	Judgements and consent orders
<b>Method of calculation</b>	Number of judgements/ orders issued by Courts in favour of NCC, divided by total number of judgements/ orders issued by Courts.
<b>Means of verification</b>	<ul style="list-style-type: none"><li>• Register of matters finalised by the Courts.</li><li>• Judgements and consent orders.</li></ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Divisional Head: Legal and Enforcement



**TID 7: Consumer Complaints finalized .**

**Table 21: TID7: Consumer Complaints finalized.**

<b>Indicator title</b>	<b>Percentage of consumer finalised</b>
<b>Short definition</b>	Consumer complaints including second-hand automotive industry, unfair and unreasonable pricing of goods and services, unfair and unreasonable terms and conditions, low-quality and substandard locally produced or imported goods, and E-commerce.
<b>Purpose/importance</b>	This is an indication that consumers have access to a system of redress which is efficient and effective.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• The finalization of a case through a decision to refer for further enforcement, compliance notice, undertaking by supplier or non-referral and a decision to refer to appropriate bodies for further handling.</li> <li>• Minutes of Steering Committee or approved memorandum.</li> <li>• Register of complaints</li> <li>• Signed Directives</li> </ul>
<b>Method of calculation</b>	Number of complaints resolved divided by the total number of active complaints as at the date of reporting.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Minutes of the Steering Committee or approved memorandum.</li> <li>• Register of complaints resolved</li> <li>• Signed Directives</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be met or exceeded
<b>Indicator responsibility</b>	Divisional Head: Complaints and Investigations



**TID 8: Protection of consumers against unwanted direct marketing**

**Table 22: TID8: Protection of consumers against unwanted direct marketing**

<b>Indicator title</b>	<b>Number of Direct Marketers Registered in the Opt-Out Registry</b>
<b>Short definition</b>	Direct marketers registered in the Opt-Out Registry.
<b>Purpose/importance</b>	Registration of direct marketers on the Opt-Out Registry ensures compliance with consumer protection and data privacy legislation, promotes ethical marketing practices, and strengthens consumer trust.  This enables direct marketers to align their operations with regulatory requirements governing unsolicited marketing communications.
<b>Source/collection of data</b>	A database of direct marketers in the Opt-Out Registry.
<b>Method of calculation</b>	A simple count of direct marketers registered in the Opt-Out Registry
<b>Means of verification</b>	A database of direct marketers from the Opt-Out Registry.
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Divisional Head: Education and Advocacy  Chief Information Officer



**TID 9: Protection of consumers against unwanted direct marketing**

**Table 23: TID9: Protection of consumers against unwanted direct marketing**

<b>Indicator title</b>	<b>Number of consumers registered in the Opt-Out Registry</b>
<b>Short definition</b>	Registration of consumers on the Opt-Out Registry to ensure protection against unwanted direct marketing in line with the CPA.
<b>Purpose/importance</b>	<p>Opt-Out Registry protects consumers' personal information by limiting how their contact details may be used for marketing purposes, strengthening compliance with data protection and privacy legislation.</p> <p>Consumers gain direct control over whether their personal contact information may be used for marketing, empowering them to manage their communication preferences.</p>
<b>Source/collection of data</b>	Database of consumers in the Opt-Out Registry.
<b>Method of calculation</b>	Simple calculation count of consumers registered in the Opt-Out Registry.
<b>Means of verification</b>	A database of consumers from the Opt-Out Registry.
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	<p>Divisional Head: Education and Advocacy</p> <p>Chief Information Officer</p>



**TID 10: Protection of consumers from unsafe, defective and hazardous products**

**Table 24: TID10: Protection of consumers from unsafe, defective and hazardous products.**

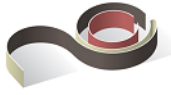
<b>Indicator title</b>	<b>Time taken to Administer and Issue Communication on Product Recalls</b>
<b>Short definition</b>	Product recalls mean a removal of unsafe, hazardous, defective, or failed product from the market.
<b>Purpose/importance</b>	Removal of unsafe, hazardous, defective, or failed products from the market to ensure the safety and protection of consumers.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Product recalls register.</li> <li>• Quarterly reports tabled in the steering committee.</li> <li>• Steering Committee Minutes.</li> <li>• Publications on the website or through media.</li> <li>• Correspondence with the affected supplier.</li> </ul>
<b>Method of calculation</b>	Number of working days between receipt of the product recall notification from the suppliers until communication is issued by the NCC. Communication can be in the form of media statements, media interviews and publications on the website.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Product recall register.</li> <li>• Quarterly reports tabled in the steering committee.</li> <li>• Steering Committee Minutes.</li> <li>• Publications on the website or through media.</li> <li>• Correspondence with the affected suppliers.</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved
<b>Indicator responsibility</b>	Divisional Head: Complaints and Investigations



**TID 11: Heightened public awareness relating to consumer rights.**

**Table 25: TID11: Heightened public awareness relating to consumer rights**

<b>Indicator title</b>	<b>Number of Consumers Reached</b>
<b>Short definition</b>	To enhance public understanding of consumer rights and responsibilities in line with the CPA.
<b>Purpose/importance</b>	To promote consumer protection by educating, empowering, and advocating for consumers.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Attendance registers and confirmation by the host.</li> <li>• Meeting screenshots, minutes, notes, or transcripts.</li> <li>• Views on targeted online programmes/channels.</li> </ul>
<b>Method of calculation</b>	<p>A simple count of consumers reached through awareness programmes or initiatives.</p> <p>A count of views on targeted online programmes/channels at the time of reporting.</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Attendance registers and confirmation by the host.</li> <li>• Meeting screenshots, minutes, notes, or transcripts.</li> <li>• Screenshot indicating summary of views on targeted online programmes/channels</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Divisional Head: Education and Advocacy



**TID 12: Improved business compliance with the CPA**

**Table 26: TID12: Improved business compliance with the CPA.**

<b>Indicator title</b>	<b>Number of businesses reached for compliance awareness</b>
<b>Short definition</b>	To foster compliance with the Consumer Protection Act (CPA) by businesses.
<b>Purpose/importance</b>	To promote lawful, ethical, and responsible business conduct, encourage voluntary compliance with the CPA, reduce reliance on reactive enforcement and litigation, and minimise consumer harm and market abuse.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Attendance registers, confirmation by the host.</li> <li>• Meeting, screenshots, minutes, notes, reports, and transcripts.</li> <li>• Views on targeted online programmes/channels.</li> </ul>
<b>Method of calculation</b>	<p>A simple count of business awareness programmes conducted.</p> <p>A count of views on targeted online programmes/channels at the time of reporting.</p>
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Attendance registers, confirmation by the host.</li> <li>• Meeting, screenshots, minutes, notes, reports, and transcripts.</li> <li>• Screenshots indicating summary of views on targeted online programmes/channels.</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Divisional Head: Education and Advocacy



**TID 13: Payment of service providers within 20 business days**

**Table 27: TID13: Payment of service providers within 20 business days**

<b>Indicator title</b>	<b>Number of days taken to pay suppliers</b>
<b>Short definition</b>	The indicator measures the extent to which the NCC makes timely payments to service providers for goods and services rendered during the financial year, in line with financial management and SCM prescripts
<b>Purpose/importance</b>	The indicator aims to ensure the timely payment of service providers to support economic growth and liquidity of small businesses. The indicator therefore assesses efficiency in financial processing to support and stimulate economic activities in the country
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Register of all invoices</li> <li>• Stamped invoices.</li> <li>• Proof of payment.</li> </ul>
<b>Method of calculation</b>	Average number of days between receipt of a valid invoice and payment during the financial year.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Register of all invoices</li> <li>• Stamped invoices.</li> <li>• Proof of payment.</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Chief Financial Officer



**TID 14: Staff retention**

**Table 28: TID14: Staff retention**

<b>Indicator title</b>	<b>Percentage of vacancy rate</b>
<b>Short definition</b>	The indicator measures the number of vacant positions in relation to the total funded positions.
<b>Purpose/importance</b>	Maintaining adequate staff capacity throughout the financial year is critical to achieving the organisation’s strategic objectives and mandate. The indicator aims to improve employment levels and enhance a healthy, productive work environment within the organisation.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Approved organisational organogram.</li> <li>• List of vacant positions.</li> <li>• Payroll report.</li> </ul>
<b>Method of calculation</b>	Total number of approved funded positions as per organogram divided by the number of vacant funded positions.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Approved organisational structure.</li> <li>• List of vacant positions.</li> <li>• Payroll report.</li> </ul>
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded.
<b>Indicator responsibility</b>	Chief Financial Officer



**TID 15: A capable organisation that complies with key legislation**

**Table 29: TID15: A capable organisation that complies with key legislation**

<b>Indicator title</b>	<b>Compliance with the B-BBEE Act by attaining a rating of level 3</b>
<b>Short definition</b>	The indicator measures the extent to which the NCC as an entity complies with the provisions of the B-BBEE Act in line with the applicable scorecard.
<b>Purpose/importance</b>	The target exists to ensure that the NCC contributes to transformation and redress of the past imbalances and fosters inclusive economic growth.
<b>Source/collection of data</b>	B-BBEE Certificate issued by the verification agency
<b>Method of calculation</b>	B-BBEE Certificate issued by the verification agency
<b>Means of verification</b>	B-BBEE Certificate issued by the verification agency
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Target will be achieved or exceeded
<b>Indicator responsibility</b>	Company Secretary Chief Financial Officer



**TID 16: Jobs created to improve service levels of non-compliant suppliers through undertakings or settlements**

**Table 30: TID16: Jobs created to improve service levels of non-compliant supplier through undertakings or settlements**

<b>Indicator title</b>	<b>Number of jobs created to improve service levels of non-compliant suppliers through undertakings or settlements.</b>
<b>Short definition</b>	Jobs created to improve service levels of non-compliant suppliers through undertakings or settlements in order to ensure that suppliers are compliant with the CPA.
<b>Purpose/importance</b>	Contribution to the reduction of unemployment levels in the country and to ensure adequate capacity by suppliers to ensure CPA compliance.
<b>Source/collection of data</b>	Undertakings to the NCC Settlements confirmed by the NCT
<b>Method of calculation</b>	Total number of jobs as committed by non-compliant suppliers
<b>Means of verification</b>	Undertakings to the NCC Settlements confirmed by the NCT
<b>Calculation type</b>	Cumulative (year-end)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Target will be achieved or exceeded
<b>Indicator responsibility</b>	Divisional Head: Legal and Enforcement



## ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

The National Consumer Commission reviewed its targets for the 2026/2027 as incorporated in the strategy for 2025-2030. Most of the targets were found to be operational in nature. As a result, those targets will not be included in the Annual Performance Plan but will however be included in the Annual Operational Plan. The Annual Performance Plan is still consistent with the strategic objectives as outlined in the 2025-2030 strategy.

The table below contains the targets that have been removed from the Annual Performance Plan and will still be monitored as part of the Annual Operational Plan.

MSTF Priority			
Outcome	Indicator No.	Outcome indicator	Five Year Target
Decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	1	Enforcement action against suppliers of illicit goods, expired goods and illegal imports.	100% enforcement action against suppliers of illicit goods, expired goods and illegal imports.
Decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	2	Time taken to finalize CTFL matters to ensure non-compliant CTFL is destroyed or exported to the country of origin and compliant CTFL is released to market.	Finalize CTFL matters within 40 business days.
Strengthen the domestic economy and increase local and global market competitiveness through increased local procurement spend.	3	Percentage of preferential procurement from SMMEs in designated groups.	60% of preferential procurement from SMMEs in designated groups.



MSTF Priority			
Outcome	Indicator No.	Outcome indicator	Five Year Target
Competitive and complaint industrial parks for development of local industries.	4	Number of business education programmes targeted at companies in industrial parks conducted to ensure compliance with the CPA.	20 business education programmes targeted at companies in industrial parks conducted.
Increasing skills and work experience for the economy.	5	Number of interns placed by the NCC, accredited ombud schemes, MIOSA and CGSO, and other partners.	New Outcome
Decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	6	Time taken to finalize the investigations into Ponzi Schemes, AI and Fake reviews on digital platforms for goods and services, and fraudulent activities to prevent exploitation of vulnerable populations.	Finalize investigations into Ponzi Schemes, AI and fake reviews on digital platforms for goods and services, and fraudulent activities within 60 business days.
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	7	Number of high impact investigations initiated.	20 high impact investigations initiated.
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	8	Number of high impact investigations finalized.	20 high impact investigations practices finalized.
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	12	Percentage of energy-related and false claims about environmentally friendly (Carbon Neutral) products complaints finalized within a specified period.	Finalize 90% of energy-related and false claims about environmentally friendly (greenwashing on carbon neutrality) products complaints within 6 months.



MSTF Priority			
Outcome	Indicator No.	Outcome indicator	Five Year Target
Outcome		Outcome indicator	Five Year Target
Enhanced public knowledge and understanding of the CPA.	13	Number of consumer education and awareness programs conducted in rural and township areas.	80 consumer education and awareness programmes targeted at consumer conducted in rural and township areas.
Enhanced public knowledge and understanding of the CPA.	14	Number of business education and awareness initiatives conducted	40 business education and awareness programmes targeted at SMMEs, and informal business conducted.
More efficient, predictable, and sustainable local economic environment through harmonised consumer protection interventions.	15	Number of advocacy interventions in municipalities for industrial development and SMME support.	52 advocacy interventions in municipalities.
Enhanced collaboration with regulatory bodies (national and provincial authorities) to improve regulatory outcomes for consumers.	16	Number of joint initiatives conducted in collaboration with regulatory bodies or other stakeholders on consumer education and awareness.	30 joint initiatives conducted in collaboration with regulatory bodies or other stakeholders on consumer education and awareness.
Continuous improvement of business processes to increase productivity and reduce inefficiencies.	18	Percentage of availability of complaints handling e-Service System and Website.	95% availability of complaints handling e-Service System and Website.
Mobile unit to increase brand awareness, enhance visibility, expand reach, and create direct engagement with consumers, particularly in rural communities.	20	A functional mobile unit to increase brand awareness, enhance visibility, expand reach, and create direct engagement with consumers, particularly in rural communities.	A functional mobile unit.



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