



**ANNUAL PERFORMANCE PLAN**

**FOR**

**2017/18**

**KWAZULU-NATAL**

**March 2017**

**FINAL**

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## MEC FOREWORD

Trade and investment are at the heart of economic growth, and the work of Trade and Investment KwaZulu-Natal (TIKZN) is central to Government's economic strategy. I am delighted that this year's Annual Performance Plan reveals TIKZN will put in another strong performance which recognises the success of the past and by continuing to focus our efforts on where we can provide greatest support to KZN's businesses, particularly in our work with small and medium-sized companies. It is clear that foreign investment has great potential to support the priorities of our government. We will look to investors to back our commitment to build a stronger and rebalanced economy, focused on the creation of jobs and will target investors accordingly.

We are not complacent. We need to continue working hard to make the KwaZulu-Natal the best place in the world for starting and growing business. The competition in the global market is growing and we need to continue to labour on in order to further strengthen our position in the global FDI market. It is pleasing to see international companies having confidence in KZN's strength and a place to do business. Their commitment to invest in and trust the economy of KZN is higher than it has ever been before. The outlook for the KZN economy is very positive. It is because of this that the KZN continues to increase its leading position in the FDI market.

As the Executive Authority I am pleased to present the Annual Performance Plan (APP) for Trade and Investment KwaZulu-Natal 2017/18. This plan seeks to articulate the path which Trade and Investment KwaZulu-Natal will follow in the period ahead and is aligned to the goals outlined in the Department of Economic Development, Tourism and Environmental Affairs' strategic plan which focuses on boosting the KZN economy and most importantly the creation of jobs.

Since the break of the global downturn almost a decade ago, the province of KwaZulu-Natal has strived to limit the effects of the global crisis on us. We have endeavoured to keep this economy alive by employing several methods in supporting business in line with the country's industrial policy interventions in order to maintain stability. The experience of the global crisis informed our view that we need to pursue a radical economic transformation that makes us less vulnerable to external investment and volatile markets while developing programmes that give rise to inclusive growth.

Employment driven industrial growth builds sustainable industries, communities and societies and the government, through TIKZN, will continue our commitment to radical economic transformation and industrialisation. Inclusive growth for me means that black people are no longer relegated to being labourers forever, but become investors! Inclusive growth - if it is to have real meaning in our country must embrace the need to increase the participation of black people in all aspects of business including as shareholders, managers and entrepreneurs.

Revitalisation of Industrial Parks will unlock entrepreneurial capabilities and provide institutional support to businesses. The reactivation of Industrial Economic Hubs is systematically linked to the bigger programme of Special Economic Zones. Its main focus is to break the spatial profile of investment flow that is concentrated in metropolitan and mostly coastal regions to the exclusion of township and rural spaces.

TIKZN has and will continue to become the central point of contact for all matters related to trade and investment in KZN. It is for this reason that I am further pleased with the efforts of TIKZN to develop a One Stop Investment Centre, sanctioned by the Department of Trade and Industry; fully supported by my accounting responsibility of Economic Development Tourism and Environmental Affairs (EDTEA). The One Stop Investment Centre, will be an investment facilitation mechanism which will bring relevant government agencies to one location, coordinated and streamlined, to provide efficient and transparent services to investors. It will provide investors with a single place to pick up all documents and approvals that are statutorily needed to set up an investment project in KwaZulu-Natal. The centre, to be established by TIKZN, also aims to remove obstacles and overcome bureaucracy faced by investors in setting up and running of businesses.

## Trade and Investment KwaZulu-Natal Annual Performance Plan 2017/18

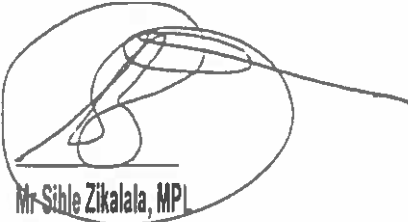
TIKZN is the entity that will continue to focus on the enhancement and packaging of investment opportunities in line with the appetite of investors which they interact with. The second and equally important focus is that of growing our exports and the attraction of export led investments. Critical to this has been the development of our export potential as a region in order for KZN products to meet international standards and uptake. The province's export markets are also traditional first world markets in the west and the east. There is a continuing increase of the African markets as the province diversifies its source and destination markets.

The strategic outcomes of TIKZN are reflected in its mandate captured in the KwaZulu-Natal Trade and Investment Agency Act, 2010 (Act 05 of 2010). The Act provides for the establishment of TIKZN as an economic development agency to attract foreign and domestic investment and to generate exports and export capacity in the Province. These strategic outcomes have been built around the following key elements:

- a) Job creation and economic transformation;
- b) Beneficiation and project/product packaging;
- c) Inclusive stakeholder engagement; and
- d) Growth of priority sectors.

TIKZN's current strategic objectives have been reviewed in line with national and provincial priorities maximising our efforts on job creation and creating a radically transformed economy in KwaZulu-Natal. It will continue to identify, develop and package investment opportunities in KZN. It is also mandated to brand and market KZN as an investment destination as well as retain and expand trade and export activities.

Through this APP, TIKZN will address key economic development priorities such as, beneficiation and value addition of mineral resources through the packaging of high impact projects, attraction of investments that focus on fabrication of metals, enhancement of chemicals and agro-processing, and the development of tourism infrastructure. As companies worldwide respond to increasing cost and efficiency pressures, KwaZulu-Natal has become favoured as an international location for business process outsourcing and offshoring. TIKZN has capitalised on this with the largest volume of investments attracted focusing on BPO and call centre industries. The Information communication and technology (ICT) sector has also been growing in KZN, with world-class infrastructure making it an ideal location for new innovations and Research and Development led investments.



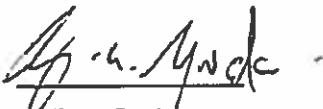
Mr Sihle Zikalala, MP

MEC for Economic Development, Tourism and Environmental Affairs

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**OFFICIAL SIGN OFF:**

It is hereby certified that this Annual Performance Plan was developed by the management of Trade and Investment KwaZulu-Natal under the guidance of the TIKZN Board of Directors, and the Chairman of the Board Ms C.M. Cronje. It was prepared in line with the current Strategic Plan (2015-2019) of Trade and Investment KwaZulu-Natal. It accurately reflects the performance targets which the entity will endeavour to achieve given the resources made available in the budget for the 2017/18 year.



**Mr. Zamo Gwala**

**Chief Executive Officer**

**Date:**

Approved by:



**Ms. C.M. Cronje**

**Chairman of the Board**

**Date:**

## OVERVIEW OF TRADE AND INVESTMENT KWAZULU-NATAL (TIKZN) ANNUAL PERFORMANCE PLAN 2017/18

Trade & Investment KwaZulu-Natal (TIKZN) is mandated to contribute to economic development by promoting the province of KwaZulu-Natal as the premier investment destination and leader in export trade. TIKZN was legislated as a public entity in October 2010, effectively changing its legal status from a section 21 company to a provincial public entity listed under schedule 3C of the Public Finance Management Act (PFMA) of 1999. Following this change in TIKZN's legal status, the MEC for Economic Development, Tourism and Environmental Affairs (EDTEA) appointed a new Board (following consultation with the provincial Cabinet) effective from the 1st of June 2012 in accordance with the requirements of the Trade and Investment Act number 5 of 2010. The TIKZN Board is well balanced and comprises highly skilled representatives from relevant key sectors of the economy from both the private and public sector in line with the requirements of the Act.

In order to contribute meaningfully to the economic development of the province as well as South Africa at large, TIKZN has to position itself strategically by implementing programmes that promote effective service delivery. This can only be achieved by developing a strategy that is aligned to the National and Provincial development plans. TIKZN therefore aims to become a catalyst in fast tracking the economic transformation of the province and South Africa in the main. This requires implementation of a relevant strategy in collaboration with other key partners, clients and stakeholders.

With its large ports, industrial economic hubs, special economic zones, trade zones and world class logistics infrastructure, KwaZulu-Natal (KZN) is well positioned to be the gateway for trade into the region. TIKZN, under the auspices of EDTEA, developed the KZN Investment Strategy and the Draft KZN Export Strategy to assist in the implementation of the new strategy. This will play a significant role in ensuring improved collaboration between public and private entities in KZN.

The strategic review and planning process undertaken was aligned to the Government-Wide Monitoring and Evaluation Framework (GWM&E). The Corporate Strategy has been utilised as a base for developing the Annual Performance Plan (APP) and key performance indicators and strategic initiatives have been developed from:

- TIKZN's Management and Board expectations and requirements;
- The Department of Economic Development Tourism and Environmental Affairs' (EDTEA) Strategic Plans;
- Auditor General reports; and
- Multi-year projections targets (revenue and costs) gathered through meetings with the TIKZN Executives. In line with National Treasury and the Department of Planning Monitoring and Evaluation's (DPME) framework for strategic plans and Annual performance plans, the entity will focus on the implementation of policies already adopted rather than crafting new policies and guidelines.

In addition to this, some of the key performance measures, indicators and initiatives are based on the external as well as internal business environments. Setting of targets incorporates lessons from the past which include prior year performances, benchmarking with similar entities as well as any other internal factors such as capacity and budgets.

## PART A: STRATEGIC OVERVIEW

### 1. TRADE AND INVESTMENT KWAZULU-NATAL MANDATE

Trade and Investment KwaZulu-Natal is a South African trade and inward investment promotion agency, established to promote the province of KwaZulu-Natal as an investment destination and to facilitate trade by assisting local companies to access international markets. The organisation identifies, develops and packages investment opportunities in KwaZulu-Natal; provides a professional service to all clientele; brands and markets KwaZulu-Natal as an investment destination; retains and expands trade and export activities and links opportunities to the developmental needs of the KwaZulu-Natal community.

TIKZN aims to deliver effective services and support to its clients and stakeholders through job creation, spatial development, sector development and rural development. This will be achieved through attracting, developing and retaining high-performing employees who have the skills and competencies required to manage key internal business processes, including the marketing of TIKZN as an investment promotion agency; enhancing the research and knowledge capabilities of TIKZN and making use of technology as an enabler for TIKZN's business; ensuring compliance with corporate governance and financial reporting standards; and advocating for a conducive business environment in KZN and marketing the province as a premier business destination.

TIKZN's assistance to Investors includes:

- Assistance with incentive and export marketing incentives;
- Assisting foreign investors with business permit applications;
- Provision of reliable information to investors;
- Assisting investors to locate suitable premises;
- Assisting investors to access project and operational finance.

TIKZN offers traders an array of export services

Export Training - TIKZN has tailored training and employs a team of export specialists with international business experience and international business contacts to provide export training and export capability assessment and assistance.

Export Advisory Services for existing and emerging KZN exporters with the following:

- Introductions to government and private sector contacts
- Tariff implications for certain products
- Trade agreements compliance requirements
- Advice on the suitability of products and services
- Assistance with identifying potential business partners and customers
- Assistance with the identification of domestic suppliers of products and services
- Export supply chain advice



**1.1. Legislative and other mandate**

The mandate of Trade and Investment KZN as per Act No.5 of 2010 is to:

- Identify, develop, market and promote investment opportunities in the Province to international and domestic investors
- Develop the export capacity of the Province
- Develop the export market of the Province
- Foster trade and investment within the Province
- Develop a Provincial Investment and Export plan; and
- Keep and maintain a database of opportunities within the Province in such a manner as to benefit all sectors of the economy

In terms of the PFMA, No. 1 of 1999 TIKZN is a 3(c) public entity

**1.2. Vision**

To be the leader in developing and promoting export trade in KwaZulu-Natal and to position the Province as a premier destination for investment

**1.3. Mission**

The mission of TIKZN is to:

- Identify and package trade and investment opportunities in KZN
- Brand and market KZN as an investment destination
- Link opportunities to the developmental needs of the KZN community, and
- Ensure easy access to investment and export trade opportunities

**1.4. Strategic Goals**

TIKZN's strategic outcome oriented goals are as follows:

- To achieve a radically transformed economy in KwaZulu-Natal
- To promote effective and inclusive stakeholder engagements
- To achieve operational excellence through effective core business processes

**1.5. Values**

TIKZN's management and staff will strive to uphold the following values and ethics in all its business activities:

- Passion
- Integrity
- Professionalism

## **2. ECONOMIC TRANSFORMATION**

According to the United Nations Economic Commission for Africa, "Economic transformation is associated with a fundamental change in the structure of the economy and its drivers of growth and development. It involves: a reallocation of resources from less productive to more productive sectors and activities; an increase in the relative contribution of manufacturing to Gross Domestic Product..." TIKZN's recognises and accepts that poverty reduction and economic growth cannot be sustained without economic transformation and productivity change must be aligned to the transformation agenda. Within TIKZN's core deliverables and through its programmes, economic transformation is prioritised and will be implemented radically. The radical implementation will entail the following key performance areas:

### **2.1. Investment Promotion**

- Commitment to driving Black Economic Empowerment (BEE) in new investments (ensuring a greater focus on linkages with black business partners and support for black industrialists)
- Contribution to economic transformation by encouraging economic geographical spread - spatial development (driving and making opportunities available for investors in smaller towns/municipalities to engender entrepreneurship and job creation)

### **2.2. Export Development and Promotion**

- Capacitating and developing emerging black owned businesses into formidable exporters
- Black owned businesses assisted with new export markets for KZN manufactured products

### **2.3. Procurement**

- Increase TIKZN's procurement spent on black owned enterprises, with particular focus on women and youth owned enterprises

### **2.4. Knowledge Management**

- Packaging of catalytic projects that foster spatial economic development

## **3. POLICY ANALYSIS**

In order to position itself correctly and play a vital role in economic development, TIKZN is required to align its strategy to the National and Provincial Economic Development Plans in order to deliver effective services and support to its clients and stakeholders.

### **3.1. Key policies considered in the preparation of the five year strategic plan are:**

#### **3.1.1. National policy framework**

#### **3.1.1.1. National development plan**

The National Development Plan represents a vision for South Africa in 2030. It states that "... by 2030, we seek to eliminate poverty and reduce inequality. We seek a country wherein all citizens have capabilities to grasp ever broadening opportunities available." The NDP have very specific plans and interventions across all sectors of the socio-economic spectrum to enable the achievement of this vision. It aims to achieve the critical targets set namely: attaining a real gross domestic product growth of 5%, a crucial reduction of the unemployment rate from 25% to 6%, and the reduction of income inequality, and the creation of 11million jobs. The Industrial Policy Action Plans (IPAP) remains the anchor strategy to support the National Development Plan (NDP) in ensuring the government achieves the aforementioned development imperatives. The emphasis of these policies is on expanding the manufacturing capabilities in order to be globally competitive and create sustainable jobs.

#### **3.1.1.2. Nine Point Plan**

In February 2015, in his State of the Nation address for the year, President Jacob Zuma unveiled a nine-point plan for economic recovery and growth in South Africa. During the course of the year, progress reports from the various government departments detailing the development of the plan were presented. The Nine-Point Plan was a response to surmountable challenges affecting South Africa, which included electricity challenges, inadequate economic infrastructure in general, unwieldy regulatory processes which delay investment; and insufficient government coordination, which contributes to investor uncertainty.

The priorities identified by the nine point plan, for which TIKZN has aligned its strategy on are:

- a. Revitalising agriculture and the agro-processing value chain
- b. Resolving the energy challenge
- c. Beneficiation through adding value to mineral resources (advancing beneficiation and support to the engineering and metals value chain)
- d. More effective implementation of higher impact industrial policy action plan
- e. Encouraging private sector investment
- f. Moderating work place conflict
- g. Unlocking the potential of SMMEs, cooperatives, townships and rural enterprises
- h. Reform of state owned companies, broad band roll out, water sanitation and transport infrastructure and
- i. Operation Phakisa which aims to grow the ocean economy - such as the shipping and storage of energy products.

#### **3.1.1.3. New growth path**

The New Growth Path is the South African government's vision to place jobs and decent work at the centre of economic policy. It sets a target of five million new jobs to be created by 2020. It sets out the key jobs drivers and the priority sectors. It is based on strong and sustained, inclusive economic growth and the rebuilding of the productive sectors of the economy.

3.1.1.4. Medium term strategic framework

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

3.1.2. Provincial policy framework:

The Provincial Growth and Development Strategy (PGDS) has been formulated as a plan to enable the province to embark on a sustainable growth and development trajectory with the vision 2035. The role of TIKZN will feed, but not limited to creating a *"Stable and sustainable economic growth supported by world class infrastructure and a skilled and stable workforce"*; as well as being the *"Preferred Southern African business, investment and tourism destination"*



The KZN Industrial Development Strategy and Provincial Spatial Economic Development Strategy (PSEDS) are the economic anchor strategies to bolster the implementation of the PGDS. Furthermore, the province established partnership vehicles to mobilize and marshal all social partners towards the implementation of the Provincial Growth and Development Strategy. These institutions include the Growth Coalition, BBECE Council and KZN Economic Council and they comprise of the representatives of business, civil society, labour and government.

**3.1.2.1. The KZN Provincial Growth and Development Plan (PGDP)**

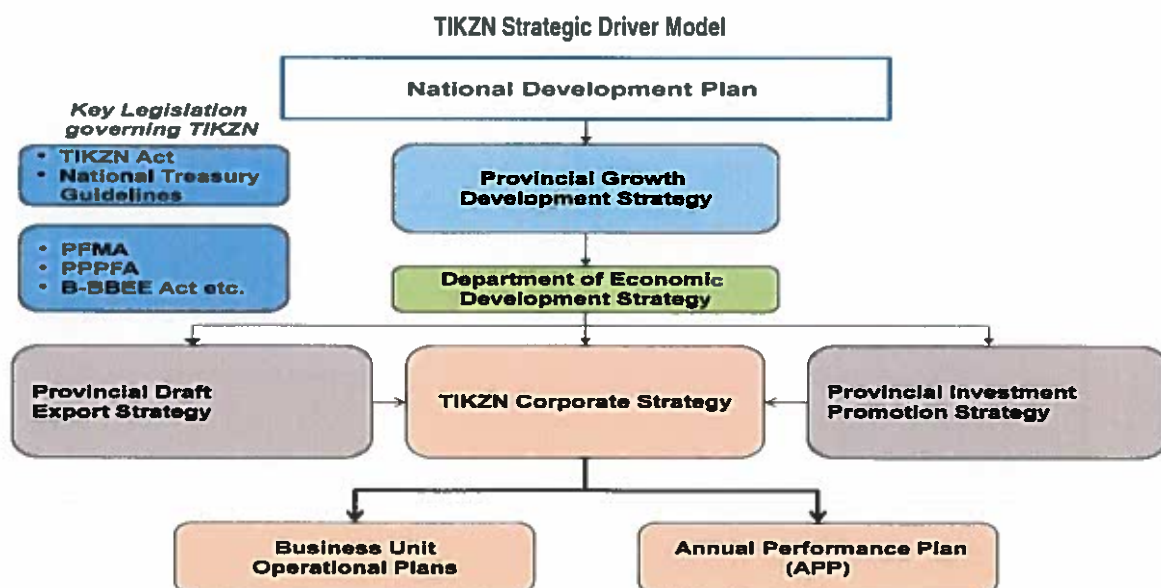
The KZN PGDP is an implementation plan anchoring the KZN Growth and Development Strategy. Its vision 2030 is to ensure that "KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World". The KZN Investment Strategy and the draft KZN Exporter Strategy, informs TIKZN on its core mandate.

**3.1.2.2. KZN Industrial Economic Hubs**

Industrial development remains an apex priority of economic development in KZN and the entire country at large. As such, the Department of Economic Development Tourism and Environmental Affairs (EDTEA) has over the years endeavoured to develop industry oriented interventions to stimulate the local economy. These include, inter-alia, various sector development programmes, Richards Bay industrial zones and other industrial stimuli. In that regard, TIKZN has supported EDTEA in its development of the Industrial Economic Hubs (IEH) as a means to drive industrial development thereby creating a globally sustainable and resilient regional economy. TIKZN has identified this initiative as a great potential to spearhead the government job creation drive, as such will be focusing on its marketing, recruitment of investors and supporting EDTEA in its quest to package industry support measures.

**3.1.2.3. District Development Plans**

TIKZN has identified the critical need to collaborate and align its efforts in the recruitment of investment and local economic development with municipalities. Municipalities have Integrated Development Planning (IDP) which is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. An Integrated Development Plan is a super plan for an area that gives an overall framework for development. TIKZN's strategic planning takes cognisance of the municipal IDPs.



#### 4. SITUATIONAL ANALYSIS

The world economy is still experiencing growth challenges, with dire possible implications especially export demand and domestic job creation for small open economies such as South Africa. A victory by Donald Trump in the US presidential election is anticipated to have an impact on Sub-Saharan Africa most substantially through a shift in US aid policy, feeding through to weaker fiscal revenues and growth for a number of economies in the region. According to BMI (November 2016) a shift toward more isolationist US foreign policy is also likely to impact SSA's trade flows, remittances and security outlook, though the negative impact will be mitigated given that Africa plays a relatively limited role in the US national discourse.

The US is one of SA's largest trading partners with \$21 billion a year in two way trade in goods and services. South Africa which, besides raw materials, also trades a range of manufactured and agricultural products, boasts a slight net trade surplus with the USA. The US is also one of the largest sources of foreign direct investment in SA with close onto 600 companies invested in this country representing about 10% of GDP. Therefore anything that affects the US economy will have a profound impact on the SA economy.

The International Monetary Fund's latest (October 2016) World Economic Outlook projects this year's growth to 3.1% before recovering to 3.4% in 2017. This forecast is another downward revision of 0.1 percentage point compared to estimates reported in April this year. While there are three main concerns to the Fund – namely (i) China's rebalancing, (ii) the struggles of commodity exporters, and (iii) the Federal Reserve Bank's second lifting of the lending rates, the main factor the continuing decrease in world output is the new political development in the Europe, where the United Kingdom voted to leave the European Union single market in June. This decision is expected to cause uncertainty in trade and other relations between the UK and the EU27, and will probably weigh on both sides. Fortunately for oil exporters, South Arabia – the world's largest oil producer – is understood to have decided to reduce the amount of oil it produces daily. This will help improve the price of oil, but is also bad for oil importing-countries such as South Africa.

The South African economic growth has also been revised downwards to 0.1% this year and 1% in 2017 (this is 0.5% and 0.2% off the April estimates). Domestic economic indicators are also showing continuing signs of weakness:

- Consumer price index (CPI) inflation rate for September recorded 6.1% (above the SA Reserve Bank's 6% upper limit). This was higher than 5.9% recorded in August, but slightly lower than 6.2% consensus.
- October inflation is expected to hold the September level
- Unemployment rate in the second quarter of 2016 was estimated at 26.6% (just a percentage point from 26.7% recorded in Q1:2016). The number of unemployed persons in the country was some 5.63 million (from 5.71 million in Q2:2016)
- In KwaZulu-Natal, the unemployment rate was 22.6% compared to 23.1% in Q1:2016 (this was the 3<sup>rd</sup> lowest unemployment rate after Limpopo's and Western Cape's). However, there were 36,000 fewer people with jobs in the province (2,479,000 compared to 2,515,000 a quarter earlier, and the number of not-economically active persons (which includes discouraged work-seekers) increased by 92,000 since the previous quarter, and 104,000 compared to a year later

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- The Purchasing Managers' Index (PMI) which measures the health of the production side of the economy was at 49.5% for the current month, up from 46.3% last month. While this is still below the 50% level (which is regarded the cut-off level between expansion and contraction), it was a welcome correction to the September performance which was the worst at 46.3% since the beginning of the year; and
- While the Business Confidence Index (BCI) was also the highest in Q3:2016 since Q2:2015 (now at 42%), it is still also below the neutral level of 50, which fact indicates lack of optimism among entrepreneurs.

South Africa recorded a trade deficit of –R8.86 billion in August, from a downwardly revised surplus of –R5.04 billion in July. The August deficit was well below the market expectation of a R3 billion surplus, and this has been blamed on a sharp rise in imports of precious stones and metals (R2.34bn from R767.36m in July, which was a correction from another out of the norm R1.04bn in June), compared to a sharp decline in the exports of the same product group (R13.08bn from R23.96bn in July).

The biggest decline was in the exports of “gold, including gold plated with platinum unwrought or not further worked than semi-manufactured”, while the increase in imports was mainly in the imports of “Precious stones and semi-precious stones, whether or not worked or graded, but not strung, mounted or set”.

### Economic Outlook

The political landscape in the UK has created sizeable uncertainty in the horizon. Portfolio investments have suffered most during this turmoil, with short-term investors dumping that market, forcing the pound to plummet to lowest levels never witnessed even during the recent global recession. The currency is yet to recover, and the fat-finger effect earlier this month did not help either; it sent the pound nose-diving to levels last seen more than three decades ago.

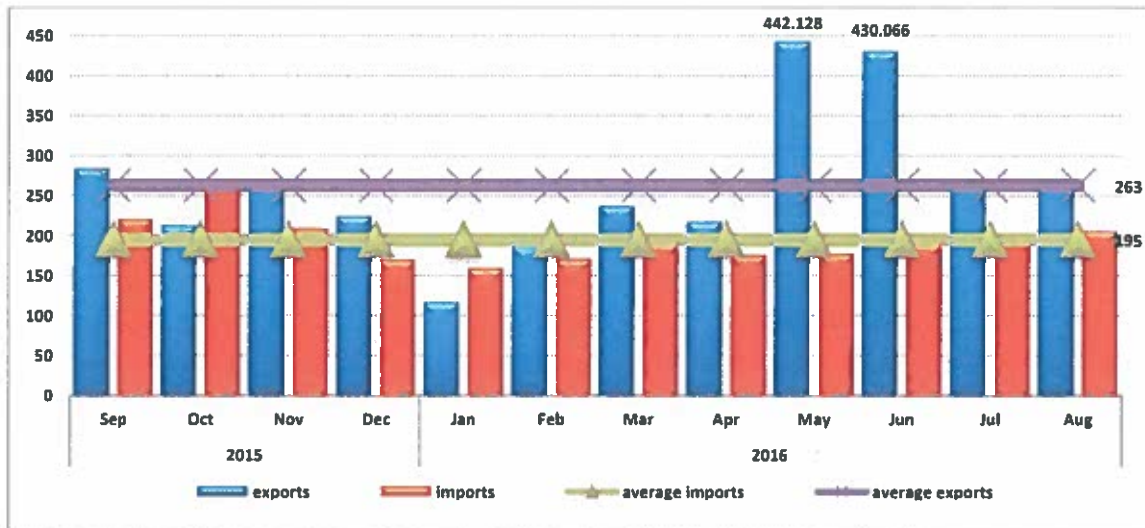
The retail sector is also reportedly already experiencing the pain of the weak pound as imported products have suddenly become too expensive. As South Africa's and KwaZulu-Natal's important trade partner, the economic shakeup in this country is likely to affect our trade performance: UK was South Africa's 8<sup>th</sup> largest destination market last year, and the 7<sup>th</sup> largest source market in the same. It was also KwaZulu-Natal's 4<sup>th</sup> largest export market, although not in the top 10 league of source markets.

In spite of these facts, the latest trade statistics have not displayed any anomalies. South Africa has exported on average goods worth US\$262.7 million per month between September 2015 and August this year. In fact, May and June saw the value of South African exports to this market soar to above US\$400 million, before normalising around US\$250 million in July and August (see Figure 1). This could simply be a result of previously standing contracts between South African and United Kingdom traders, which could not be abandoned at the wake of the crisis. The onset of the full impact of this move might begin to be felt at least in the next 6-12 months, with full impact still anybody's guess.

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Figure 2 confirms that no visible reaction in trade relations between the two countries has been witnessed yet. South still runs a healthy trade surplus with the UK, although the 2016 performance appears to be more subdued compared to 2015. This could probably be a result of continued general weakness in the developed group of economies.

Figure 1: South Africa's trade with UK in the recent 12 months (US\$ m)



Source: TradeMap (2016)

Figure 2: South Africa's trade with the UK in the previous 12 months (US\$ m)



Source: TradeMap (2016)



#### **4.1. KWAZULU-NATAL ECONOMIC PERFORMANCE**

The province of KwaZulu-Natal is South Africa's second largest provincial economy, contributing almost a fifth to the country's gross domestic product (GDP). The provincial economic growth has also consistently recorded above national average rates, signaling its continuous relevance and remarkable resilience.

KZN is home to two of South Africa's, and Africa's, largest and busiest seaports: the Port of Durban, and the Port of Richards' Bay. The Port of Durban handles between 60% and 65% of all South Africa's container traffic, and nearly 60% of all vehicle exports, while about 45% to 50% of the country's bulk cargo goes through the Port of Richards' Bay. This is also the world's largest standalone coal export facility.

The provincial economic strength lies largely in the eThekweni district, home of the city of Durban, one of the most progressive cities in the world by virtue of financial management and large domestic tourism demand. UMgungundlovu district, home to Pietermaritzburg; the province's legislative headquarters and the Comrades marathon origin, contributes the second largest gross value added to the province's GDP. uThungulu, home to the city of Richards Bay, which houses one of the world's largest aluminium smelters, and is home to the world's largest single coal terminal – Richards Bay Coal Terminal – is the third most important economic district in the province.

Potential for economic growth in the province lies everywhere, with the provincial government's plans to:

- i. attract strategic investment activities into the Dube Trade Port, home to the King Shaka International Airport,
- ii. establish industrial economic hubs across the province to unleash each district's unique economic potential, and
- iii. increase international tourism through establishment of world-class tourism offerings.

Strong sectors of the provincial economic makeup (excluding general government services) include Finance, Real Estate and Business Services (FREBS), Trade, Manufacturing and Logistics. Not only are these sectors large industrial backbone of the KZN economy, but they are also still going strong, recording phenomenal growth rates of up to 3.7%. Great potential lies in the agricultural sector, and the transportation sector, which includes maritime transport that remains largely untapped. KwaZulu-Natal remains a predominantly rural province, with dependency ratios and poverty levels highest in the rural areas, although the greatest numbers of poor people (poverty density) are to be found in the major urban centres. Key policies and strategies for the province, such as the Provincial Growth and Development Plan (PGDP), provide a tool with which the provincial government can achieve its developmental goals.

KZN still imports most of its goods from the traditional markets, while Angola is also an important market, ahead of the likes of Germany and United States. However, the province is slowly diversifying its source and destination markets, with the share of the leading markets to the province's inward and outward trade decreasing. In 2015, nearly 48% of the province's total export value landed in the top 10 destination markets, which include the traditional ones such as the US, China, Japan, the UK, and the Netherlands. This was a percentage point lower than the share of the leading markets half a decade earlier. In addition, more African markets such as Algeria and Zimbabwe featured in the leading destination markets.

The strategic pillars, driven by the department of economic development tourism and environmental affairs (EDTEA) are:



The business of Trade and Investment KwaZulu-Natal must be in line with the provincial priorities in order to deliver on the mandate of the organisation.

#### 4.2. PERFORMANCE DELIVERY ENVIRONMENT

The strategic review and planning process undertaken was aligned to the Government-Wide Monitoring and Evaluation (GWM&E) Framework. Furthermore, guidance has been derived from strategic meetings and discussions with various Business Unit Executives. Key performance measures and indicators have been developed from:

- TIKZN's 2014/15-2018/19 Corporate Strategy;
- 2012 Sigma Corporate Strategy Report and 2014 report from Isambulo AMI
- Multi-year projections of revenue and expenditure (Strategic Assessments Report);
- Strategic plans of sister organisations have also been taken into account; and
- Discussions with Business Unit Teams where strategic objectives (outcomes) and targets were determined and refined.

#### 4.3. ORGANISATIONAL ENVIRONMENT

The organisation's operations are managed by the Chief Executive Officer (CEO) appointed by the TIKZN Board. There are Executive and General Managers appointed to each TIKZN Business Unit, reporting directly to the CEO. Each TIKZN Business Unit has a professional team of officials responsible for the implementation of performance indicators in order to achieve the strategic objectives of TIKZN. Currently the TIKZN Business Units are as follows:

- Finance (including Supply Chain Management).
- Human Resources.
- Investment Promotion and Facilitation, and Business Retention and Expansion.
- Export Development and Promotion.
- Knowledge Management (including ICT).
- Marketing and Communications and the
- Office of the Chief Executive Officer (which includes the Gauteng Office, Policy Advocacy and Strategy).

The 2015/16 Corporate Strategy objectives have been reviewed in line with best practice and ten (10) strategic objectives have been integrated into the following four Business Programmes

- Corporate Services;
- Investment Promotion, Facilitation and Business Retention;
- Export Development and Promotion; and
- Knowledge Management.

## 5. LEGISLATIVE AND OTHER MANDATES

TIKZN being a schedule 3C Public Entity is required to comply with:

- Trade and Investment KwaZulu-Natal (TIKZN) Act;
- Public Finance Management Act (PFMA);
- National Development Plan (NDP);
- Treasury Regulations;
- Department of Economic Development, Tourism and Environmental Affairs (EDTEA);
- Provincial and National Priorities; and
- Memoranda of Understanding signed with various countries around the world.

**Central coordination and One Stop Investment Centre** - Critical to the role of TIKZN is ensuring that the organisation leads the coordination of all matters related to trade and investment in the province of KZN. The importance of this coordination will ensure unity of action which ensures that all involved in trade and investment activities with diverse resources, activities must be coordinates to bring unity through action. Coordination brings efficiency and helps to maintain good relations among all levels of structures. TIKZN will lead the coordination to help in the synchronisation of messages between agencies and the process of assisting traders and investors. This level of coordination will assist in harmonizing the message driven by the Province to investors. A physical One Stop Investment Centre will be established by TIKZN to facilitate the regulatory compliance for business in KwaZulu-Natal. Satellite structures linked to Dube Trade Port, Richards Bay IDZ and key municipalities will be established in the medium to long term.

**Critical Success Factors to Achieving the Strategy** - In line with the provincial priorities and the mandate of the organisation the following key drivers will make input into the achievement of the critical success factors:

- Provincial co-ordination is critical for TIKZN to lead and to establish the KwaZulu-Natal Investment Council (KTIC)
- Establishment of a "One-Stop Investment Centre" for Traders and Investors
- Presence within Africa in order to increase KZN company and product presence
- To become the Leader in economic knowledge repository
- Lead the KwaZulu-Natal BRICS Countries engagements - Sourcing investments and creating an export market
- The active promotion of KwaZulu-Natal Industrial Economic Hubs and market the SEZs to investors

6. OVERVIEW OF THE 2016 BUDGET AND MTEF ESTIMATES

6.1. EXPENDITURE ESTIMATES: PUBLIC ENTITY – TRADE AND INVESTMENT KWAZULU-NATAL

	Programme	Audited outcomes			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.	Corporate Services*	43,607m	40,311m	41,089m	41,803m	40,135m	42,568m	45,781m
2.	Investment Promotion and Facilitation	17,071m	17,752m	17,455m	19,130m	20,327m	21,546m	23,206m
3.	Export Development and Promotion	6,893m	6,810m	7,826m	8,999m	8,393m	8,896m	9,573m
4.	Advocacy, Knowledge Management and Office of the CEO <sup>1</sup>	8,518m	9,469m	10,837m	14,388m	11,250m	11,925m	12,849m
5.	Technical Assistance Fund (TAF)	-	-	3,000m	5,500m	-	-	-
6.	East 3 Route Fund	-	-	13,238m	-	-	-	-
7.	Industrial Symbiosis	-	-	2,750m	-	-	-	-
8.	One Stop Shop	-	-	-	2 000m	-	-	-
	<b>Subtotal</b>	<b>76,089,037</b>	<b>74,342,000</b>	<b>96,195,000</b>	<b>91,820,000</b>	<b>80,105,000</b>	<b>84,935,000</b>	<b>91,409,363</b>
	<b>Direct charges against the National Revenue Fund</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	<b>Total</b>	<b>76,089,037</b>	<b>74,342,000</b>	<b>96,195,000</b>	<b>91,820,000</b>	<b>80,105,000</b>	<b>84,935,000</b>	<b>91,409,363</b>
	<b>Change to 2015/16 budget estimates</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A

\*Corporate Services includes CAPEX of R879,015

<sup>1</sup> Central point of contact costs are estimated at R1,055m(2014/15), 2015/16m(2015/16), R1,113m(2016/17)for the 2016/17 and R1 180 for the 2017/18FY

Trade and Investment KwaZulu-Natal  
Annual Performance Plan 2017/18

Programme	Economic Classification						
	Audited outcomes			Adjusted Appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
<b>Current Payments</b>	75,291,744	73,504,843	95,315,985	90,989,994	79,225,194	84,002,405	90,413,352
Compensation of employees	32,840,392	34,482,412	38,253,934	39,410,292	41,937,709	44,479,492	50,066,628
Goods and services of which:							
- Communication	14,108,592	9,262,933	9,974,108	9,846,231	6,197,005	6,566,825	7,015,505
- Computer services	396,074	415,878	436,672	462,005	489,725	519,109	554,408
- Consultants, contractors and special services	2,749,578	2,887,057	3,031,410	10,117,280	3,410,317	3,614,936	3,860,751
- Inventory	377,000	395,850	415,643	439,756	466,141	494,110	527,709
Maintenance repair and running cost	9,144,177	9,601,385	8,932,416	8,607,263	9,120,699	9,666,121	8,459,984
Operating leases	3,527,118	3,703,474	3,888,648	4,114,249	4,361,104	4,622,770	4,937,119
Travel and subsistence	3,365,626	3,533,908	3,710,603	3,312,167	3,510,897	3,721,551	3,974,616
International marketing activities	8,374,160	8,792,468	7,684,551	9,180,751	9,731,597	10,315,492	11,016,944
Interest on rent and rand	-	-	-	-	-	-	-
East 3 Route Fund / Industrial Symbiosis	-	-	15,988,000	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-
Technical Assistance Fund (TAF)	-	-	3,000,000	5,500,000	-	-	-

**Trade and Investment KwaZulu-Natal**  
Annual Performance Plan 2017/18

Transfers and Subsidies	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Provinces and Municipalities	-	-	-	-	-	-	-	-	-
Departmental Agencies and Accounts	409,027	429,478	-	-	-	-	-	-	-
Universities and Technikons	-	-	-	-	-	-	-	-	-
Public Corporations and Private Enterprises	-	-	-	-	-	-	-	-	-
Foreign Governments and International Organisations	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
<b>Payments for Capital Assets</b>	<b>797,293</b>	<b>837,157</b>	<b>879,015</b>	<b>830,006</b>	<b>879,806</b>	<b>932,595</b>	<b>996,011</b>		
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	514,383	540,101	737,238	680,004	720,804	764,053	816,008		
Cultivated assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	282,910	297,056	141,777	150,002	159,002	168,542	180,003		
Land and subsoil assets of which: Capitalised compensation	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>76,089,037</b>	<b>74,342,000</b>	<b>96,195,000</b>	<b>91,820,000</b>	<b>80,105,000</b>	<b>84,935,000</b>	<b>91,409,363</b>		

**Notes:**

- The 2017/18 budget has been calculated on an average of 6% increase across the board.

6.2. RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOMES ORIENTATED GOALS

The TIKZN strategic outcomes are reflected in its mandate captured in the KwaZulu-Natal Trade and Investment Agency Act, 2010 (Act 05 of 2010). The Act provides for the establishment of Trade and Investment KwaZulu-Natal as an economic development agency to attract foreign and domestic investment and to generate exports and export capacity in the Province. These strategic outcomes have been translated into the revised strategic objectives depicted in the table below.

STRATEGIC OUTCOME ORIENTATED GOALS			
Attract <i>foreign</i> and <i>domestic</i> investment in KwaZulu-Natal.		Generate <i>exports</i> and <i>export capacity</i> in KwaZulu-Natal.	
GOAL STATEMENTS			
To radically achieve economic transformation		To promote <i>effective and inclusive</i> stakeholder engagements	To achieve operational excellence through <i>effective core business processes</i>
STRATEGIC OBJECTIVES			
To promote and facilitate new fixed investment in the KZN Province (new investments, expansion and retention)	To develop and promote exports from the KZN Province	To improve market visibility and brand awareness of TIKZN's services locally and internationally	To improve organizational effectiveness and efficiency through the utilisation of Information, Communication and Technology
To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders	To comply with national and provincial treasury regulatory reporting standards	To ensure a conducive business environment in the KZN Province and organisational strategic compliance	To facilitate trade and investment opportunities in the KZN Province through the Gauteng Office
PROGRAMMES			
Corporate Services	Investment Promotion and Facilitation	Export Development and Promotion	Strategy, Operations & Advocacy and Knowledge Management

Key Functions of each Programme

<p><b>Programme 1: CORPORATE SERVICES</b></p> <p>This programme relates to the financial and budgetary performance of the organisation. It includes Human Resources; Finance; Marketing and Communication, ICT and Board costs. This programme accounted for approximately 52% of the total 2017/18 budget.</p>
<p><b>Programme 2: INVESTMENT PROMOTION AND FACILITATION</b></p> <p>This programme relates to the promotion and facilitation of pre-investments and post investments support in the KZN province. It includes Destination Marketing, Investment Facilitation and Business Retention and Expansion. This programme accounted for 24% of the total 2017/18 budget.</p>
<p><b>Programme 3: EXPORT DEVELOPMENT AND PROMOTION</b></p> <p>This programme relates to the development and promotion of export opportunities for the KZN province. This programme accounted for 9% of the 2017/18 budget.</p>
<p><b>Programme 4: STRATEGY, OPERATIONS &amp; ADVOCACY AND KNOWLEDGE MANAGEMENT</b></p> <p>This programme core function is related to research needs and information capabilities required by the organisation. Knowledge Management, the Office of the CEO; Strategy, Operations and Advocacy and the Gauteng Office are included here. This accounted for 13% of the total budget for 2017/18</p> <p><b>NOTE: Satellite Office: GAUTENG OFFICE (Office of the CEO)</b></p> <p>The Gauteng Office is a central satellite office to the operations of the Head office. The satellite office has six main functions which are investor targeting; lead generation for high value investments; destination marketing; business development; export support and stakeholder management</p>



**PART B: Programmes and Sub-Elements**

TIKZN's four Business Programmes have been influenced by the 11 strategic objectives of the organisation. These four Programmes are depicted in the table below.

	<b>PROGRAMMES</b>	<b>Sub-Programmes</b>
<b>1.</b>	<b>Corporate Services</b>	1.1. Marketing and Communications 1.2. Finance 1.3. Human Resources 1.4. Information Communication and Technology
<b>2.</b>	<b>Investment Promotion and Facilitation</b>	2.1. Facilitate Pre-investment opportunities (promotion and facilitation) 2.2. Facilitate Post-investment opportunities (retention and expansion) 2.3. Destination Marketing
<b>3.</b>	<b>Export Development and Promotion</b>	3.1. Export Development and Promotion
<b>4.</b>	<b>Strategy, Operations &amp; Advocacy and Knowledge Management</b>	4.1. Office of the CEO, Strategy, Operations and Advocacy 4.2. Research and Information (Knowledge Management) 4.3. Gauteng Office

7. PROGRAMME 1: CORPORATE SERVICES

Corporate Services provides strategic leadership, governance and support to TIKZN's operations. The following table presents the structure of the programme, the sub-programmes, strategic objectives and performance indicators.

7.1. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS (2016-2020)

**PROGRAMME 1: CORPORATE SERVICES**

**1.1 STRATEGIC OBJECTIVES AND TARGETS: MARKETING AND COMMUNICATIONS**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
1.1 To improve market visibility and brand awareness of TIKZN's services locally and internationally	a. Conduct a brand awareness and perception survey (2)	New	New	New	1	0	1	1
	b. Produce 91 Public relations programmes implemented to enhance the TIKZN brand	New	New	13	16	25	30	30
	c. Produce 39 Advertising campaigns implemented to promote TIKZN services	New	New	7	6	10	15	15
	d. Host 28 Major events/international marketing campaigns, in conjunction with stakeholders, to promote the Province	New	New	New	4	8	10	10

Programme performance indicators and annual targets for 2017/18 – Marketing and Communications

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Conduct a brand awareness and perception survey	N/A	N/A	N/A	1	1	0	1
b. Number of public relations programmes implemented to enhance the TIKZN brand	N/A	N/A	13	16	20	25	30
c. Number of advertising campaigns implemented to promote TIKZN services	N/A	N/A	7	6	8	10	15
d. Major events/international marketing campaigns, in conjunction with stakeholders, to promote the Province	N/A	N/A	New	4	6	8	10

**Quarterly targets for 2017/18 – Marketing & Communications**

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sep)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. Conduct a brand awareness and perception survey	<ul style="list-style-type: none"> <li>A survey report</li> </ul>	Biennial	1	-	-	-	1
b. Number of public relations programmes implemented to enhance the TIKZN brand	<ul style="list-style-type: none"> <li>Tearsheets and sound bites for the media coverage and opinion pieces</li> <li>Attendance registers for media engagement.</li> <li>Video clips</li> </ul>	Quarterly	20	5	5	5	5
c. Number of advertising campaigns implemented to promote TIKZN services	<ul style="list-style-type: none"> <li>Tearsheets</li> <li>Publications</li> </ul>	Quarterly	8	2	2	2	2
d. Major events/international marketing campaigns, in conjunction with stakeholders, to promote the Province	<ul style="list-style-type: none"> <li>Invitations</li> <li>Programme</li> <li>Attendance register</li> </ul>	Quarterly	6	1	2	2	1

**1.2 STRATEGIC OBJECTIVES AND TARGETS: FINANCE**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
1.2 To comply with national and provincial treasury regulatory reporting standards	a. To achieve a clean audit	Unqualified audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit
	b. Improve percentage of BEE suppliers, including Women, youth and people with disabilities, in procurement spend to a minimum of 85%	70%	84.5%	90.25%	75%	80%	85%	
	c. Percentage of internal audit findings resolved prior to AG audit	90%	93%	93%	90%	92%	95%	
	d. Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk register)	N/A	94%	93%	90%	92%	95%	
	e. To improve TIKZN's BBBEE rating level to highest level	N/A	N/A	N/A	N/A	Level 2	Level 1	Level 1

Programme performance indicators and annual targets for 2017/18 – Finance

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. To achieve a clean audit	Unqualified audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit
b. Percentage of BEE suppliers in procurement spend	70%	84.5%	90.25%	75%	80%	85%	
c. Percentage of internal audit findings resolved prior to AG audit	90%	93%	93%	90%	92%	95%	
d. Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk register)	N/A	94%	93%	90%	92%	95%	
e. To improve TIKZN's BBBEE rating level	N/A	N/A	N/A	N/A	Level 1	Level 1	Level 1

**Quarterly targets for 2017/18 – Finance**

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sep)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. To achieve a clean audit	The AG report	Annually	Clean Audit	-	Clean Audit	-	-
b. Percentage of BEE suppliers in procurement spend	The BBBEE report as extracted from our orders book generated on SAP.	Quarterly	75%	75%	75%	75%	75%
c. Percentage of internal audit findings resolved prior to AG audit	Summary of reports from Internal audits condensed. These have to clearly indicate that the finding has been resolved or is no longer a risk.	Annually	90%	-	-	-	90%
d. Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk register)	The update of the action items resolved or addressed as per the risk register.	Annually	90%	-	-	-	90%
e. To improve TIKZN's BBBEE rating level	BBBEE certificate	Annually	Level 2	-	-	-	Level 2

**1.3 STRATEGIC OBJECTIVES AND TARGETS: HUMAN RESOURCES**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
1.3 Improve human capital capability to create an effective and efficient organisation	a. Increase staff performance rating year on year 85%	N/A	70%	70%	80%	82%	85%	
	b. 40 training programmes implemented to enhance critical competencies	N/A	N/A	12	10	10	10	
	c. 36 staff participating in secondment and staff rotation programmes	N/A	N/A	4	6	10	12	
	d. 36 sessions hosted by change management facilitators	N/A	N/A	5	6	10	12	
	e. 45 employee wellness programmes implemented	N/A	N/A	6	8	10	15	



Programme performance indicators and annual targets for 2017/18 – Human Resources

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Staff performance rating	N/A	70%	70%	80%	80%	82%	85%
b. Number of training programmes implemented to enhance critical competencies	N/A	N/A	12	10	10	10	10
c. Number of staff that participate in secondment and staff rotation programmes	N/A	N/A	4	6	8	10	12
d. Number of sessions hosted by change management facilitators	N/A	N/A	5	6	8	10	12
e. Number of employee wellness programmes implemented	N/A	N/A	6	8	10	12	15

Quarterly targets for 2017/18 – Human Resources

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sept)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. Staff performance rating	<ul style="list-style-type: none"> <li>Signed performance records of discussion.</li> <li>Performance appraisal scores or Performance documents – highly confidential information, list only submitted when required.</li> </ul>	Annually	80%	-	80%	-	-
b. Number of training programmes implemented to enhance critical competencies	<ul style="list-style-type: none"> <li>External training - Attendance register or confirmation of attendance and or Certificates</li> <li>Internal training - Presentation or manual</li> </ul>	Quarterly	10	2	2	3	3
c. Number of staff that participate in secondment and staff rotation programmes	<ul style="list-style-type: none"> <li>List of selected employees</li> <li>Signed letter of appointment</li> <li>Performance development plans</li> </ul>	Bi-Annual	8	-	4	-	4
d. Number of sessions hosted by change management facilitators	<ul style="list-style-type: none"> <li>List of Facilitators</li> <li>Programme manuals or attendance register or report by the Facilitator</li> <li>Annual climate survey</li> </ul>	Quarterly	8	2	2	2	2
e. Number of employee wellness programmes implemented	<ul style="list-style-type: none"> <li>Wellness report - EAP</li> <li>Attendance register</li> <li>Programme outline</li> </ul>	Quarterly	10	2	3	3	2

**1.4 STRATEGIC OBJECTIVES AND TARGETS: INFORMATION COMMUNICATION AND TECHNOLOGY**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
1.4 To improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology	a. 18 successfully implemented ICT business improvement initiatives	N/A	N/A	8	6 (phase 2)	4	4	4
	b. Percentage of IT audit findings resolved	87,5%	82,4%	84,6%	85%	90%	92%	95%
	c. 17 projects implemented to enhance the organisation's digital presence	N/A	N/A	6	5	4	4	4
	d. Improve IT systems uptime and availability to be not less than 98%	N/A	99,9%	99,86%	95%	95%	97%	98%
	e. IT help-desk turnaround time not lower than 98%	N/A	N/A	100%	98%	98%	98%	98%

Programme performance indicators and annual targets for 2017/18 – Information Communication and Technology

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Number of successfully implemented ICT business improvement initiatives.	N/A	N/A	8	6 (phase 2)	4	4	4
b. Percentage of IT audit findings resolved	87.5%	82.4%	84.6%	85%	90%	92%	95%
c. Number of projects implemented to enhance the organisation's digital presence	N/A	N/A	6	5	4	4	4
d. Percentage of IT systems uptime and availability	N/A	99.9%	99.86%	95%	95%	97%	98%
e. Percentage of IT help-desk turnaround time	N/A	N/A	100%	98%	98%	98%	98%

Quarterly targets for 2017/18 – Information Communication and Technology

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sep)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. Number of successfully implemented ICT business improvement initiatives	Documented proof of each deliverable completed	Quarterly	4	-	1	2	1
b. Percentage of IT audit findings resolved	Documented proof of each resolved finding and annual Treasury audit results	Annually	90%	-	-	-	90%
c. Number of projects implemented to enhance the organisation's digital presence	Documented proof of completion and "go live" of each project	Quarterly	4	1	1	1	1
d. Percentage of IT systems uptime and availability	Report from systems monitoring software	Quarterly	95%	95%	95%	95%	95%
e. Percentage of IT help-desk turnaround time	Memo from IT Specialist verified by EM: KM	Quarterly	98%	98%	98%	98%	98%

RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

**PROGRAMME 1: CORPORATE SERVICES**

Programme (Rands)	Audited outcomes			Adjusted Appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
<b>1. Corporate Services</b>	R43,607m	R40,311m	R60,077m	R49,303m	R40,135m	R42,568m	R45,781m
1.1. Board and the office of the CEO	R10,557m	R10,680m	R10,506m	R10,724m	R11,396m	R12,080m	R13,055m
1.2. Marketing and Communications	R17,288m	R13,351m	R13,445m	R13,607m	R10,197m	R10,809m	R11,598m
1.3. Finance	R11,002m	R10,621m	R12,277m	R12,501m	R13,261m	R14,055m	R15,069m
1.4. Human Resources	R4,260m	R5,059m	R4,861m	R4,971m	R5,281m	R5,624m	R6,059m
1.5. Information, Communications and Technology*	R500K	R600K	R000	R000	R000	R000	R000
1.6. Technical Assistance Fund (TAF)	R000	R000	R3,000m	R5,500m	R000	R000	R000
1.7. East 3 Route /Industrial Symbiosis	R000	R000	R15,988m	R000	R000	R000	R000
1.8. One Stop Shop	R000	R000	R000	R2,000m	R000	R000	R000

• From the 2016/17 financial year the budget for Information, Communications and Technology has been incorporated into the Knowledge Management budget

**PROGRAMME 2: INVESTMENT PROMOTION AND FACILITATION**

*Investment Promotion and Facilitation* provides support to investors, existing businesses and the promotion of investment opportunities with strategic partners. The following table presents the structure of the programme, sub-programme, strategic objectives and performance indicators.

**2.1 STRATEGIC OBJECTIVES AND TARGETS: INVESTMENT PROMOTION AND FACILITATION**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
2.1 To promote and facilitate new fixed investment in the KZN Province (Facilitation of pre-investment opportunities)	a. R7.6bn value of foreign investment attracted in to the province of KZN	R1.2bn	R1.68bn	R1.981bn	R1.6bn	R1.8bn	R2.0bn	R2.2bn
	b. 10550 potential jobs created from new projects facilitated	1700	4564	5170	2300	2500	2750	3000
	c. 420 projects added to the investment pipeline for future development	N/A	83	51	120	80	100	120
	d. 110 investment attraction missions facilitated (both inward and outward)	N/A	N/A	47	20	25	30	35

Programme Performance Indicators and annual targets for 2017/18 - Investment Promotion

Programme Performance Indicators	Audited / Actual Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Rand value of new investment projects committed.	R1.2bn	R1.68bn	R1.981bn	R1.6bn	R1.8bn	R2.0bn	R2.2bn
b. Number of potential jobs created from new projects facilitated	1700	4564	5170	2300	2500	2750	3000
c. Number of projects added to the investment pipeline for future development.	N/A	83	51	120	80	100	120
d. Number of investment attraction missions facilitated (inward and outward)	N/A	N/A	47	20	25	30	35



**Quarterly targets for 2017/18 - Investment Promotion**

Programme Performance Indicators	Means of Verification	Reporting Period	Annual Target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April to June)	2 <sup>nd</sup> (July to Sept)	3 <sup>rd</sup> (Oct to Dec)	4 <sup>th</sup> (Jan to March)
a. Rand value of new investment projects committed.	<ul style="list-style-type: none"> <li>Commitment letter from the client specifying the rand value of the investment committed.</li> </ul>	Quarterly	R1.8bn	R400m	R500m	R450m	R450m
b. Number of potential jobs created from new projects	<ul style="list-style-type: none"> <li>Commitment letter by the client indicating potential jobs created.</li> </ul>	Quarterly	2500	400	700	700	700
c. Number of projects added to the investment pipeline	<ul style="list-style-type: none"> <li>Client Enquiry Form or</li> <li>Client Service Plan</li> <li>Completed template with details of projects that have been accepted into the pipeline, signed by either GM or EM for IP</li> </ul>	Quarterly	80	20	20	20	20
d. Number of investment attraction missions facilitated (inward and outward)	<ul style="list-style-type: none"> <li><b>Inward:</b> Itinerary and communications prior to, and post the mission</li> <li><b>Outward:</b> Approved Submission, itinerary, close out report and communications post mission verifying interactions that took place whilst on the mission.</li> </ul>	Quarterly	25	6	7	6	6

**2.2 STRATEGIC OBJECTIVES AND TARGETS: BUSINESS RETENTION & EXPANSION**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
2.2 Retain and expand businesses in the KwaZulu-Natal province. (Facilitation of post-investment opportunities)	a. R3.3bn value of company expansion projects facilitated	N/A	20 (Companies counted)	R509.33m	R600m	R800m	R900m	R1bn
	b. 8500 jobs created/retained from the expansion/ retention projects facilitated	700	1627	1531	1800	2000	2200	2500
	c. 28 Municipal BRE programmes implemented	6	10	5	10	6	6	6
	d. 30 companies assisted with business turnaround solution	N/A	N/A	N/A	N/A	8	10	12
	e. 176 business support interventions (administration and strategic support) facilitated for companies.	N/A	25	32	30	36	50	60

**Programme Performance Indicators and annual targets for 2017/18 - Business Retention**

Programme Performance Indicators	Audited / Actual Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Rand value of company expansion projects committed	N/A	20 (Companies counted)	R509.33m	R600m	R800m	R900m	R1bn
b. Number of jobs created from company expansions	700	1627	1531	1800	2000	2200	2500
c. Number of Municipal BRE programmes implemented	6	10	5	10	6	6	6
d. Number of companies assisted with business turnaround solution	N/A	N/A	N/A	N/A	8	10	12
e. Number of business support interventions (administration and strategic support) facilitated for companies.	N/A	25	32	30	36	50	60

**Quarterly targets for 2017/18: Business Retention**

Programme Performance Indicators	Means of Verification	Reporting Period	Annual Target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (Jul - Aug)	3 <sup>rd</sup> (Sept-Dec)	4 <sup>th</sup> (Jan-March)
a. Rand value of company expansion projects committed	<ul style="list-style-type: none"> <li>Commitment Letter from the client specifying the rand value of the company expansion investment.</li> </ul>	Quarterly	R8000m	R200m	R200m	R200m	R200m
b. Number of jobs created from company expansions	<ul style="list-style-type: none"> <li>Commitment Letter from the client indicating the number of new jobs created.</li> </ul>	Quarterly	2000	500	500	500	500
c. Number of Municipal BRE programmes implemented	<ul style="list-style-type: none"> <li>Letter from the Municipality confirming acceptance and participation in the BR&amp;E Programme and signed attendance registers.</li> <li>Final close out report</li> </ul>	Bi-Annual	6	3	.	3	3
d. Number of companies assisted with business turnaround solution	<ul style="list-style-type: none"> <li>Approved submissions and TIKZN / Partner close out report /Attendance Registers / Programme content / letter from Company confirming assistance provided by TIKZN</li> </ul>	Quarterly	8	2	2	2	2
e. Number of business support interventions (administration and strategic support) facilitated for companies.	<ul style="list-style-type: none"> <li>Copies of applications submitted.</li> <li>Documented proof of interventions to higher authority (correspondence and documentation)</li> </ul>	Quarterly	36	9	9	9	9

**2.3 STRATEGIC OBJECTIVES AND TARGETS: DESTINATION MARKETING**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
2.3 To market and position the KwaZulu-Natal Province in key markets. (Marketing and positioning the KwaZulu-Natal Province in key markets)	a. 36 international destination marketing activities implemented for Investment Promotion and Export Development	N/A	N/A	5	6	8	10	12
	b. 70 inward missions coordinated	N/A	N/A	N/A	10	15	20	25
	c. 74 qualified leads generated by Destination Marketing activities	N/A	N/A	N/A	12	12	20	30
	d. Host three Annual Investment Conferences with the participation of International Stakeholders	N/A	N/A	N/A	New	1	1	1

**Programme Performance Indicators and annual targets for 2017/18 - Destination Marketing**

Programme Performance Indicators	Audited / Actual Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Number of international destination marketing activities implemented (Investment Promotion and Exports)	N/A	N/A	5	6	8	10	12
b. Number of inward missions coordinated	N/A	N/A	N/A	10	15	20	25
c. Number of qualified leads generated by Destination Marketing activities	N/A	N/A	N/A	12	12	20	30
d. Host an Investment Conference with the participation of International Stakeholders	N/A	N/A	N/A	New	1	1	1

**Quarterly targets for 2017/18 - Destination Marketing**

Programme Performance Indicators	Means of Verification	Reporting Period	Annual Target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (Jul – Aug)	3 <sup>rd</sup> (Sept-Dec)	4 <sup>th</sup> (Jan-March)
a. Number of international destination marketing activities implemented (Investment Promotion and Exports)	<ul style="list-style-type: none"> <li>Approved Submission, travel documents, emails related to the trip (pre and follow-up), report</li> </ul>	Quarterly	8	1	3	2	2
b. Number of inward missions coordinated	<ul style="list-style-type: none"> <li>Itinerary and communications prior to, and post the mission</li> </ul>	Quarterly	15	3	4	4	4
c. Number of qualified leads generated by Destination Marketing activities	<ul style="list-style-type: none"> <li>Lead handover form signed off by IP/EDPU rep</li> </ul>	Quarterly	12	3	3	3	3
d. Host an Investment Conference with the participation of International Stakeholders	<ul style="list-style-type: none"> <li>International Conference hosted</li> </ul>	Annual	1	-	-	-	1

RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Programme 2: Investment Promotion and Facilitation

Programme (Rand Value)	Audited outcomes			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2. Investment Promotion and Facilitation	R 17,071m	R 17,752m	R 17,455m	R 19,130m	R 20,327m	R 21,546m	R 23,206
2.1. Promote and facilitate new fixed investments in the KZN Province (Facilitation of pre-investment opportunities)	R 11,343m	R 11,911m	R 11,328m	R 12,825m	R 13,628m	R 14,447m	R 15,558
2.2. Retain and expand businesses in the KwaZulu-Natal province. (Facilitate post-investment opportunities).	R 5,728m	R 5,841m	R 6,127m	R 4,305m	R 4,499m	R 4,599m	R 5,148
2.3 To market and position the KwaZulu-Natal Province in key markets (Destination Marketing)	N/A	N/A	N/A	R 2,000m	R 2,200m	R 2,500m	R 2,500m



**PROGRAMME 3: EXPORT DEVELOPMENT AND PROMOTION**

*Export Development and Promotion* provides assistance to exporters and facilitation of market access for traders. The following table presents the structure of the programme, sub-programme, strategic objectives and performance indicators.

**3.1 Strategic Objectives and Targets: Export Development and Promotion**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
3.1 To develop and promote exports from the KZN Province	a. 287 Export and intra-trade opportunities accessed for KZN export companies	58	68	121	65	70	72	80
	b. 346 KZN Exporters that have attended trade events in Traditional and Emerging Markets (BRICS Africa, etc.)	N/A	N/A	178	76	80	90	100
	c. 510 KZN companies assisted with provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)	N/A	110	115	110	120	130	150
	d. 1493 KZN export companies participating in the TIKZN coordinated export development programmes.	N/A	34	42	364	364	380	385
	e. 1007 emerging KZN companies participating in TIKZN export readiness programmes.	N/A	N/A	N/A	246	246	255	260

**Programme performance indicators and annual targets for 2017/18 – Export Development and Promotion**

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Export and intra-trade opportunities accessed for KZN export companies	58	68	121	65	70	72	80
b. Number of KZN Exporters that have attended trade events in Traditional and Emerging Markets (BRICS Africa, etc.)	N/A	N/A	178	76	80	90	100
c. Number of KZN companies assisted with provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)	N/A	110	115	110	120	130	150
d. Number of KZN export companies that have participated in the TIKZN coordinated export development programmes.	N/A	34	42	364	364	380	385
e. Number of emerging KZN companies that have participated in TIKZN export readiness programmes.	N/A	N/A	New	246	246	255	260

3.1 Quarterly targets for 2017/18 – Export Development & Promotion

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sep)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. Export and intra-trade opportunities accessed for KZN export companies	Signed feedback forms Confirmation letter / correspondence	Quarterly	70	17	18	18	17
b. Number of KZN Exporters that have attended trade events in Traditional and Emerging Markets (BRICS Africa, etc.)	Approved submission Signed feedback forms Close-out reports	Quarterly	80	20	20	20	20
c. Number of KZN companies assisted with provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)	Confirmation letter of incentive approval	Quarterly	120	30	30	30	30
d. Number of KZN export companies that have participated in the TIKZN coordinated export development programmes.	Signed attendance register Signed submission by EM Feedback forms (where applicable)	Quarterly	364	91	91	91	91
e. Number of emerging KZN companies that have participated in TIKZN export readiness programmes.	Signed attendance register Signed submission by EM Feedback forms (where applicable)	Quarterly	246	61	62	61	62

6.3. RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Programme 3: Export Development and Promotion

Programme (Rand Value)	Audited outcomes			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3. Export Development and Promotion	R6,893m	R 6,810m	R7,826m	R8,999m	R8,393m	R8,896m	R9,573m
3.1. To develop and promote exports from the KZN Province. (Export Promotion)	R6,893m	R 6,810m	R7,826m	R8,999m	R8,393m	R8,896m	R9,573m

**Programme 4: Strategy, Operations & Advocacy and Knowledge Management**

Advocacy and Knowledge Management provides support to TIKZN's research and information needs. The following table presents the structure of the programme, sub-programme, strategic objectives and performance indicators.

**4.1 Strategic Objectives and Targets: Office of the CEO**

Strategic Objective	Strategic Target	Audited/Actual performance				Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16	2017/18		2018/19	2019/2020	
4.1 To ensure a conducive business environment in the KZN Province and organisational strategic compliance	a. Development of an annual strategic plan and annual performance plan	New	New	New	2017/18 Strategic Plan and APP produced	2018/19 Strategic Plan and APP produced	2019/20 Strategic Plan and APP produced	2020/21 Strategic Plan and APP produced	
	b. Four quarterly performance monitoring reports produced annually (12)	New	New	New	New	New	4	4	
	c. Four performance verification reports produced Annually (12)	New	New	New	New	New	4	4	
	d. One Approved and Audited Annual Report (3)	New	New	New	New	New	2016/17 Annual Report	2017/18 Annual Report	2018/19 Annual Report
	e. 45 interventions facilitated (e.g. Project Brokering Unit)	N/A	8	7	8	8	10	12	15
	f. 26 municipal investment profiles developed	N/A	N/A	New	3	3	5	8	10
	g. 26 policy guidelines roundtable sessions hosted	N/A	N/A	6	5	5	6	7	8
	h. 44 development programmes implemented in partnership with SALGA for municipalities or Development Agencies	N/A	N/A	6	8	8	9	12	15

**Trade and Investment KwaZulu-Natal**  
Annual Performance Plan 2017/18

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
	i. 97 macro-economic research reports developed, disseminated and sessions hosted.	16	18	27	20	22	25	30

Programme performance indicators and annual targets for 2017/18 - Office of the CEO

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Approved Strategic Plan and Annual Performance Plan	New	New	New	2017/18	2019/20 APP	2020/21 APP	
b. Number of quarterly Monitoring Reports	New	New	New	New	4 Quarterly Monitoring Report	4 Quarterly Monitoring Report	
c. Number of Evaluation Report produced	New	New	New	New	4	4	
d. Approved Audited Annual Report	New	New	New	New	2016/17 Annual Report	2017/18 Annual Report	2018/19 Annual Report
e. Number of interventions facilitated (e.g. Project Brokering Unit)	N/A	8	7	8	10	12	15
f. Number of municipal investment profiles developed	N/A	N/A	New	3	5	8	10
g. Number of policy guidelines roundtable sessions hosted	N/A	N/A	6	5	6	7	8
h. Number of development programmes implemented in partnership with SALGA for	N/A	N/A	6	8	9	12	15
i. Number of macro-economic research reports developed, disseminated and sessions hosted.	16	18	27	20	22	25	30

Quarterly targets for 2017/18 - Office of the CEO

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1st (April-June)	2nd (July-Sep)	3rd (Oct-Dec)	4th (Jan-March)
a. Approved Strategic Plan and Annual Performance Plan	Strategic Plan and APP documents	Quarterly	2018/19 APP	n/a	First draft	Second draft	Final Document
b. Number of quarterly Monitoring Reports	Quarterly report and proof of submission within deadline	Quarterly	4 Monitoring Reports	1	1	1	1
c. Number of Evaluation Report produced	Performance evaluation report for each quarter	Quarterly	4	1	1	1	1
d. Approved Audited Annual Report	Annual report	Annually	1	n/a	1	n/a	n/a
e. Number of interventions facilitated (e.g. Project Brokering Unit)	Minutes of the PBU meeting, or	Quarterly	10	2	3	2	3
f. Number of municipal investment profiles developed	Municipal Investment Profile Document	Quarterly	5	1	2	1	1
g. Number of policy guidelines roundtable sessions hosted	Invitation and attendance register	Bi-Annual	6	-	3	-	3
h. Number of development programmes implemented in partnership with SALGA for municipalities or Development Agencies	Attendance register Correspondence with officials	Quarterly	9	2	3	2	2
i. Number of macro-economic research reports developed, disseminated and sessions hosted.	Documented proof of each deliverable completed Hardcopy of research studies presentation to a dialogue forum and register of attendees	Quarterly	22	5	5	6	6



**4.2 Strategic Objectives and Targets: Research and Information (Knowledge Management)**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
4.2 To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders.	a. 64 sector analysis, fact sheets and value chain studies developed and disseminated	N/A	N/A	9	16	16	16	
	b. 62 product and market opportunities researched and developed for export promotion.	N/A	9	12	14	16	16	
	c. 46 catalytic investment opportunities researched, packaged and disseminated in conjunction with Investment Promotion and relevant stakeholders	6	9	11	10	12	12	
	d. 28 dialogue forum hosted to present packaged research, sector strategies and value chain analyses to stakeholders	N/A	N/A	New	4	8	8	

**Programme performance indicators and annual targets for 2017/18 – Research and Information (Knowledge Management)**

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Number of sector analysis, fact sheets and value chain studies developed and disseminated	N/A	N/A	9	16	16	16	16
b. Number of product and market opportunities researched and developed for export promotion.	N/A	9	12	14	16	16	16
c. Number of catalytic investment opportunities researched, packaged and disseminated in conjunction with Investment Promotion and relevant stakeholders	6	9	11	10	12	12	12
d. Host dialogue forum to present packaged research, sector strategies and value chain analyses to stakeholders	N/A	N/A	New	4	8	8	8

Quarterly targets for 2017/18 – Research and Information (Knowledge Management)

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sep)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. Number of sector analysis, fact sheets and value chain studies developed and disseminated	Copy of each document completed; and Copy of presentation to a dialogue forum and register of attendees OR Proof of circulation of the sector analysis, fact sheet, value chain analysis OR Proof of publication on the TIKZN website	Quarterly	16	4	4	4	4
b. Number of product and market opportunities researched and developed for export promotion.	Copy each export opportunity and / or market opportunity researched and packaged; and Presentation to a dialogue forum and register of attendees OR Proof of circulation OR Proof of publication on the TIKZN website	Quarterly	16	4	4	4	4
c. Number of catalytic investment opportunities researched, packaged and disseminated in conjunction with Investment Promotion and relevant stakeholders	Documented proof of a conceptualised, researched and completed high impact project packaged with either or a feasibility study, a market study, a business plan or a facilitated EIA. Approved and signed off by committee	Annual	12	-	-	-	12
d. Host dialogue forum to present packaged research, sector strategies and value chain analyses to stakeholders	Hardcopy of presentation and register of attendees	Quarterly	8	2	2	2	2

**4.3 Strategic Objectives and Targets: Gauteng Office**

Strategic Objective	Strategic Target	Audited/Actual performance			Baseline 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/2020
4.3 To facilitate trade and investment opportunities in the KZN Province through the Gauteng Office	a. 190 qualified trade and investment leads generated and handed over from Gauteng	N/A	32	38	40	45	50	55
	b. 77 international organisation/foreign investor sessions hosted	N/A	10	13	10	12	25	30
	c. 41 inward investment and buying missions recruited for KZN	N/A	24	19	6	8	12	15
	d. 34 business development initiatives undertaken in strategic foreign markets	N/A	4	5	6	8	10	10
	e. 45 sector-specific business linkage sessions hosted for KZN companies	N/A	7	11	8	10	12	15

Programme performance indicators and annual targets for 2017/18 – Gauteng Office

Programme Performance indicator	Audited Performance			Estimated Performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
a. Number of qualified trade and investment leads generated and handed over from Gauteng	N/A	32	38	40	45	50	55
b. Number of international organisation/foreign investor sessions hosted	N/A	10	13	10	12	25	30
c. Number of inward investment and buying missions recruited for KZN	N/A	24	19	6	8	12	15
d. Number of business development initiatives undertaken in strategic foreign markets	N/A	4	5	6	8	10	10
e. Number of sector-specific business linkage sessions hosted for KZN companies	N/A	7	11	8	10	12	15

Quarterly targets for 2017/18 – Gauteng Office

Performance indicator	Means of Verification	Reporting Period	Annual target 2017/18	Quarterly targets			
				1 <sup>st</sup> (April-June)	2 <sup>nd</sup> (July-Sep)	3 <sup>rd</sup> (Oct-Dec)	4 <sup>th</sup> (Jan-March)
a. Number of qualified trade and investment leads generated and handed over from Gauteng	Inquiry form, Project sheet Company profile or business plan or marketing plan or financials Handover form	Quarterly	45	11	12	10	12
b. Number of international organisation/foreign investor sessions hosted	Event submission Event programme Participant database	Quarterly	12	3	3	3	3
c. Number of inward investment and buying missions recruited for KZN	Inward mission brief document KZN programme	Quarterly	8	2	2	2	2
d. Number of business development initiatives undertaken in strategic foreign markets	Submission Report	Annual	8	-	-	-	8
e. Number of sector-specific business linkage sessions hosted for KZN companies	Submission Programme Database of participants	Quarterly	10	2	3	3	2

RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Programme 4: Strategy, Operations & Advocacy and Knowledge Management

Programme (Rand Value)	Audited outcomes			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
4. Strategy, Operations & Advocacy and Knowledge Management	R8,518m	R9,469m	R10,837m	R14,388m	R11,250m	R11,925m	R12,849m
4.1. Ensure a conducive business environment in the KZN Province and organisational strategic compliance	R1,771m	R1,859m	R2,167m	R6,099m	R2,417m	R2,553m	R2,765m
4.2. Enhance TIKZN research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders.	R6,747m	R5,315m	R6,070m	R5,553m	R5,932m	R6,309m	R6,833m
4.3. Facilitate trade and investment opportunities into the KZN Province (Gauteng Office)	N/A	R2,295	R2,600m	R2,746m	R2,901m	R3,063m	R3,251m

ANNEXURE A – TECHNICAL PERFORMANCE INDICATORS DESCRIPTIONS

Programme 1.1	Improve market visibility and increase brand awareness of TIKZN's services locally and internationally	Programme 1.1	Improve market visibility and increase brand awareness of TIKZN's services locally and internationally
Programme Performance Indicator: 1.1 a)	Conduct a brand awareness and perception survey	Programme Performance Indicator: 1.1b)	Number of public relations programmes implemented to enhance the TIKZN brand
Short Definition	Awareness levels and perceptions about the organisation and its services	Short Definition	Media coverage of events where TIKZN played a major role / number of opinion pieces generated by TIKZN published in the media / number of media engagements held per quarter
Purpose / Importance		Purpose / Importance	
Source / Collection of data	Online survey data	Source / Collection of data	Tearsheets / sound bites / attendance registers / video clips
Method of calculation	Number	Method of calculation	Number
Data limitations	No	Data limitations	No
Type of indicator	Non-cumulative	Type of indicator	Cumulative
Calculation type	Quantitative	Calculation type	Quantitative
Reporting cycle	Biennial (survey)	Reporting cycle	Quarterly
New Indicator	No	New Indicator	No
Desired performance	One survey every two years	Desired performance	20 programmes
Indicator responsibility	GM Marketing	Indicator responsibility	GM Marketing
Primary Measure	Conduct a brand awareness and perception survey	Primary Measure	Conduct a brand awareness and perception survey
Strategic initiatives to support implementation		Strategic initiatives to support implementation	



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<b>Programme 1.1</b>	<b>Improve market visibility and increase brand awareness of TIKZN's services locally and internationally</b>
<b>Programme Performance Indicator: 1.1 c)</b>	Number of advertising campaigns implemented to promote TIKZN
<b>Short Definition</b>	Number of adverts placed in the media
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Tearsheets / publications
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	8 campaigns
<b>Indicator responsibility</b>	GM Marketing
<b>Primary Measure</b>	Conduct a brand awareness and perception survey
<b>Strategic initiatives to support implementation</b>	

<b>Programme 1.1</b>	<b>Improve market visibility and increase brand awareness of TIKZN's services locally and internationally</b>
<b>Programme Performance Indicator: 1.1 d)</b>	Major events / international marketing campaigns, in conjunction with stakeholders, to promote the Province
<b>Short Definition</b>	Number of events staged with stakeholders where TIKZN is taking a lead in the execution of the event
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Invitations / programme / attendance register
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	6 events
<b>Indicator responsibility</b>	GM Marketing
<b>Primary Measure</b>	Conduct a brand awareness and perception survey
<b>Strategic initiatives to support implementation</b>	

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<b>Programme 1.2</b>	<b>Comply with national and provincial treasury reporting standards</b>	<b>Programme 1.2</b>	<b>Comply with national and provincial treasury reporting standards</b>
<b>Programme Performance Indicator: 1.2 a)</b>	To achieve clean audit	<b>Programme Performance Indicator: 1.2b)</b>	Percentage of BBBEE suppliers in procurement spend
<b>Short Definition</b>	The outcome of the annual external audit	<b>Short Definition</b>	For every Rand spent how much is on BBBEE compliant companies. Cognisance will be given to companies owned by women, youth and people with disabilities
<b>Purpose / Importance</b>	To ensure sound financial practices are upheld within the organisation	<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Annual audit report from the office of the Auditor General	<b>Source / Collection of data</b>	BBBEE report as extracted from orders book generated on the SAP system
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Percentage
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative	<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually	<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	Clean audit	<b>Desired performance</b>	75%
<b>Indicator responsibility</b>	Chief Financial Officer	<b>Indicator responsibility</b>	Chief Financial Officer
<b>Primary Measure</b>	To achieve clean audit	<b>Primary Measure</b>	To achieve clean audit
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	

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<b>Programme 1.2</b>	<b>Comply with national and provincial treasury regulatory reporting standards</b>
<b>Programme Performance Indicator: 1.2 c)</b>	Percentage of internal audit findings resolved prior to Auditor General audit
<b>Short Definition</b>	Percentage of internal audit findings resolved out of all the internal audit findings
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Summary of reports from internal audits condensed. Reports must clearly indicate that the finding has been resolved or is no longer a risk.
<b>Method of calculation</b>	Percentage
<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired performance</b>	90%
<b>Indicator responsibility</b>	Chief Financial Officer
<b>Primary Measure</b>	To achieve clean audit
<b>Strategic initiatives to support implementation</b>	
<b>Programme 1.2</b>	<b>Comply with national and provincial treasury regulatory reporting standards</b>
<b>Programme Performance Indicator: 1.2 d)</b>	Percentage of risks identified and properly mitigated or resolved. (As identified through risk management process and documented in the risk register)
<b>Short Definition</b>	The total number of risks identified and resolved or adequately mitigated as a total of all risks documented in the risk register.
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	The update of the action items resolved or addressed as per the risk register
<b>Method of calculation</b>	Percentage
<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired performance</b>	90%
<b>Indicator responsibility</b>	Chief Financial Officer
<b>Primary Measure</b>	To achieve clean audit
<b>Strategic initiatives to support implementation</b>	

<b>Programme 1.2</b>	<b>To comply with national and provincial treasury regulatory reporting standards.</b>
<b>Programme Performance Indicator: 1.2 e)</b>	To improve TIKZN's BBBEE rating level to the highest level
<b>Short Definition</b>	Improve TIKZN's BBBEE rating
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	BBBEE rating certificate
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired performance</b>	2017/18 = Level 2
<b>Indicator responsibility</b>	Chief Financial Officer
<b>Primary Measure</b>	Clean Audit
<b>Strategic initiatives to support implementation</b>	

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<b>Programme 1.3</b>	Improving human capital capability to create an effective and efficient organisation.
<b>Programme Performance Indicator: 1.3 b)</b>	Number of training programmes implemented to enhance critical competencies
<b>Short Definition</b>	Number of training programmes implemented to enhance critical competencies
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Attendance registers / confirmation of attendance at training / certificates / training manual / course material
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	10 training programmes
<b>Indicator responsibility</b>	Executive Manager: Corporate Services
<b>Primary Measure</b>	Staff performance rating
<b>Strategic initiatives to support implementation</b>	

<b>Programme 1.3</b>	Improving human capital capability to create an effective and efficient organisation.
<b>Programme Performance Indicator: 1.3 a)</b>	Increase staff performance rating year on year to 85%
<b>Short Definition</b>	Measuring individual performance
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Signed records of performance discussions / Performance appraisals scores or performance documents
<b>Method of calculation</b>	Percentage
<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired performance</b>	80%
<b>Indicator responsibility</b>	Executive Manager: Corporate Services
<b>Primary Measure</b>	Staff performance rating
<b>Strategic initiatives to support implementation</b>	

<b>Programme 1.3</b>	<b>Improving human capital capability to create an effective and efficient organisation.</b>	<b>Programme 1.3</b>	<b>Improving human capital capability to create an effective and efficient organisation.</b>
<b>Programme Performance Indicator: 1.3 c)</b>	Number of staff that participate in secondment and staff rotation programmes	<b>Programme Performance Indicator: 1.3 d)</b>	Number of sessions hosted by change management facilitators
<b>Short Definition</b>	Number of employees on secondment / staff rotation	<b>Short Definition</b>	Number of sessions facilitated
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	List of selected employees /signed letter of appointment / performance development plans	<b>Source / Collection of data</b>	List of facilitators / programme manuals or attendance register or report by facilitator / annual climate survey
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Number
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Bi-Annually	<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	8 Staff participating in rotation / secondment programmes	<b>Desired performance</b>	8 sessions
<b>Indicator responsibility</b>	Executive Manager: Corporate Services	<b>Indicator responsibility</b>	Executive Manager: Corporate Services
<b>Primary Measure</b>	Staff performance rating	<b>Primary Measure</b>	Staff performance rating
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	

<b>Programme 1.3</b>	<b>Improving human capital capability to create an effective and efficient organisation.</b>
<b>Programme Performance Indicator: 1.3 e)</b>	Number of employee wellness programmes implemented
<b>Short Definition</b>	Number of employee wellness programmes implemented
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Wellness report / Attendance register / programme outline
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	10
<b>Indicator responsibility</b>	Executive Manager: Corporate Services
<b>Primary Measure</b>	Staff performance rating
<b>Strategic initiatives to support implementation</b>	

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<b>Programme 1.4</b>	<b>Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology</b>	<b>Programme 1.4</b>	<b>Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology</b>
<b>Programme Performance Indicator: 1.4 a)</b>	Number of successfully implemented ICT business improvement initiatives	<b>Programme Performance Indicator: 1.4 b)</b>	Percentage of IT audit findings resolved
<b>Short Definition</b>	Implementation of ICT governance framework plan which is not budget dependent	<b>Short Definition</b>	The percentage of audit findings which have been cleared
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Documented proof of each deliverable completed	<b>Source / Collection of data</b>	Documented proof of each resolved finding and annual treasury audit trails
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Percentage
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly	<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	4 Projects completed	<b>Desired performance</b>	90% of audit findings cleared
<b>Indicator responsibility</b>	Executive Manager: Knowledge Management	<b>Indicator responsibility</b>	Executive Manager: Knowledge Management
<b>Primary Measure</b>	Number of successfully implemented ICT business improvement initiatives	<b>Primary Measure</b>	Number of successfully implemented ICT business improvement initiatives
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	



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<b>Programme 1.4</b>	<b>Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology</b>	<b>Programme 1.4</b>	<b>Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology</b>
<b>Programme Performance Indicator: 1.4 c)</b>	Number of projects to enhance the organisation's digital presence	<b>Programme Performance Indicator: 1.4 d)</b>	Percentage of IT systems uptime and availability
<b>Short Definition</b>	Implementation of specified projects	<b>Short Definition</b>	The number of hours the system (all servers) are unavailable
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Documented proof of completion and "go live" of each project	<b>Source / Collection of data</b>	Report from the systems monitoring software
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Percentage
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly	<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	4 Projects completed	<b>Desired performance</b>	95% systems uptime
<b>Indicator responsibility</b>	Executive Manager: Knowledge Management	<b>Indicator responsibility</b>	Executive Manager: Knowledge Management
<b>Primary Measure</b>	Number of successfully implemented ICT business improvement initiatives	<b>Primary Measure</b>	Number of successfully implemented ICT business improvement initiatives
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	

Programme 1.4	Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology
Programme Performance Indicator: 1.4 e)	Percentage of IT help-desk turnaround time
Short Definition	Calls logged by staff and time taken to resolve calls
Purpose / Importance	
Source / Collection of data	Memo from IT specialist verified by the Executive Manager. Knowledge Management
Method of calculation	Percentage
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	98% calls attended to within required turnaround time
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of successfully implemented ICT business improvement initiatives
Strategic initiatives to support implementation	

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<b>Programme 2.1</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)</b>
<b>Programme Performance Indicator: 2.1 a)</b>	Rand value of new investment projects committed
<b>Short Definition</b>	Rand value of investments committed
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Commitment letter from the client specifying the Rand value of the investment committed
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	R1.8bn new investments committed
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of new investment projects committed
<b>Strategic initiatives to support implementation</b>	

<b>Programme 2.1</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)</b>
<b>Programme Performance Indicator: 2.1 b)</b>	Number of potential jobs from new projects
<b>Short Definition</b>	Number of potential new jobs per new investment
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Commitment letter from the client indicating the potential jobs created
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	2500 potential jobs
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of new investment projects committed
<b>Strategic initiatives to support implementation</b>	

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<b>Programme 2.1</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)</b>	<b>Programme 2.1</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)</b>
<b>Programme Performance Indicator: 2.1 c)</b>	Number of projects added to the investment pipeline	<b>Programme Performance Indicator: 2.1 d)</b>	Number of investment attraction missions facilitated (inward and outward)
<b>Short Definition</b>	New projects included in the pipeline for the first time in a financial year	<b>Short Definition</b>	Number of confirmed project specific, inbound or outbound missions with foreign investors / stakeholders
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Client enquiry form / Client Service Plan / Completed template with details of projects that have been accepted to the pipeline signed by GM and EM for IP	<b>Source / Collection of data</b>	Itinerary / communications prior to inward mission. Approved travel submission / itinerary / close out report and post mission communications for outward missions
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Number
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly	<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	80 new projects added to the investment pipeline	<b>Desired performance</b>	25 investment attraction missions
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion	<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of new investment projects committed	<b>Primary Measure</b>	Rand value of new investment projects committed
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	

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<b>Programme 2.2</b>	To retain and expand businesses in the KwaZulu-Natal province.(Facilitation of post-investment opportunities)
<b>Programme Performance Indicator: 2.2 b)</b>	Number of jobs created from company expansions
<b>Short Definition</b>	Actual job creation arising from a company expansion project
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Commitment letter specifying the number of jobs created by the company expansion project
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	2000 jobs created
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of company expansion projects committed
<b>Strategic initiatives to support implementation</b>	

<b>Programme 2.2</b>	To retain and expand businesses in the KwaZulu-Natal province.(Facilitation of post-investment opportunities)
<b>Programme Performance Indicator: 2.2 a)</b>	Rand value of company expansion projects committed
<b>Short Definition</b>	The Rand value of company expansion projects
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Commitment letter specifying the Rand value of the company expansion project
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	R800m value of company expansion projects
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of company expansion projects committed
<b>Strategic initiatives to support implementation</b>	

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<b>Programme 2.2</b>	<b>To retain and expand businesses in the KwaZulu-Natal province.(Facilitation of post-investment opportunities)</b>	<b>Programme 2.2</b>	<b>To retain and expand businesses in the KwaZulu-Natal province.(Facilitation of post-investment opportunities)</b>
<b>Programme Performance Indicator: 2.2 c)</b>	Number of Municipal BRE programmes implemented	<b>Programme Performance Indicator: 2.2 d)</b>	Number of companies assisted with business turnaround solutions
<b>Short Definition</b>	The actual commencement of a Municipal BRE programme	<b>Short Definition</b>	The number of business development programmes held in collaboration with strategic partners
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Letter from Municipality confirming acceptance and participation in the BR&E programme / programme / attendance registers / final close out report	<b>Source / Collection of data</b>	Details of the solution proposed and accepted
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Number
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Bi-annual	<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	6 Municipal BR&E programmes	<b>Desired performance</b>	8 programmes
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion	<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of company expansion projects committed	<b>Primary Measure</b>	Rand value of company expansion projects committed
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	

<b>Programme 2.2</b>	<b>To retain and expand businesses in the KwaZulu-Natal province.(Facilitation of post-investment opportunities)</b>
<b>Programme Performance Indicator: 2.2 e)</b>	Number of Business support interventions facilitated, e.g. incentive applications, permit applications, business linkages and other company interventions (administration and strategic support)
<b>Short Definition</b>	The number of applications facilitated for each company
<b>Purpose / importance</b>	
<b>Source / Collection of data</b>	Copies of applications submitted
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	36 interventions facilitated
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Rand value of company expansion projects committed
<b>Strategic initiatives to support implementation</b>	

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<b>Programme 2.3</b>	<b>To market and position the KwaZulu-Natal Province in key markets. (Marketing and positioning the KwaZulu-Natal Province in key markets)</b>	<b>Programme 2.3</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)</b>
<b>Programme Performance Indicator: 2.3 a)</b>	Number of international destination marketing activities implemented (Investment Promotion and Exports)	<b>Programme Performance Indicator: 2.3 b)</b>	Number of inward missions coordinated
<b>Short Definition</b>	Countries visited	<b>Short Definition</b>	Delegations hosted and assisted
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Approved submission // travel documents / emails related to the trip (Pre-trip and follow-up) / close out report	<b>Source / Collection of data</b>	Itinerary and communications prior to, and post the mission
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Number
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly	<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	8 activities implemented	<b>Desired performance</b>	15 missions hosted and/or assisted
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion	<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Number of international destination marketing activities implemented (Investment Promotion and Exports)	<b>Primary Measure</b>	Number of international destination marketing activities implemented (Investment Promotion and Exports)
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	



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<b>Programme 2.3</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)</b>	<b>Programme 2.3</b>	<b>To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)</b>
<b>Programme Performance Indicator: 2.3 c)</b>	Number of qualified leads generated by Destination Marketing activities	<b>Programme Performance Indicator: 2.3 d)</b>	Host an Investment Conference with the participation of International Stakeholders
<b>Short Definition</b>	Leads of prospective clients for IP and EDPU generated by Destination Marketing activities	<b>Short Definition</b>	Investment Conference hosted in collaboration with International Stakeholders
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Lead handover form signed off by IP / EDPU rep	<b>Source / Collection of data</b>	International Conference hosted
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Number
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly	<b>Reporting cycle</b>	Annual
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	12 leads generated	<b>Desired performance</b>	1 conference hosted
<b>Indicator responsibility</b>	Executive Manager: Investment Promotion	<b>Indicator responsibility</b>	Executive Manager: Investment Promotion
<b>Primary Measure</b>	Number of international destination marketing activities implemented (Investment Promotion and Exports)	<b>Primary Measure</b>	Number of international destination marketing activities implemented (Investment Promotion and Exports)
<b>Strategic initiatives to support implementation</b>		<b>Strategic initiatives to support implementation</b>	

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<b>Programme 3.1</b>	<b>To develop and promote exports from the KZN province</b>	<b>Programme 3.1</b>	<b>To develop and promote exports from the KZN province</b>
<b>Programme Performance Indicator: 3.1 a)</b>	Export and intra-trade opportunities accessed for KZN export companies	<b>Programme Performance Indicator: 3.1 b)</b>	Number of KZN exporters that have attended trade events in traditional and emerging markets, e.g. BRICS, Africa, etc
<b>Short Definition</b>	Export opportunities accessed by KZN export companies internationally or nationally through the intervention and assistance of TIKZN	<b>Short Definition</b>	Access to trade events facilitated for KZN clients into BRICS, Africa, traditional and emerging markets (e.g. national pavilions, SSAS funded missions, OSM, it is Local exhibitions and Inward Missions)
<b>Purpose / Importance</b>		<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Feedback forms / Correspondence from clients indicating orders confirmed , samples sent, off-take agreements signed, distributor agreements	<b>Source / Collection of data</b>	Approved submission for trade events / Feedback forms / closeout reports
<b>Method of calculation</b>	Number	<b>Method of calculation</b>	Number
<b>Data limitations</b>	No	<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative	<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative	<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly	<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No	<b>New Indicator</b>	No
<b>Desired performance</b>	70 companies assisted	<b>Desired performance</b>	80 companies assisted
<b>Indicator responsibility</b>	Executive Manager: Export Development & Promotion	<b>Indicator responsibility</b>	Executive Manager: Export Development & Promotion
<b>Primary Measure</b>	Export and intra-trade opportunities accessed for KZN export companies	<b>Primary Measure</b>	Export and intra-trade opportunities accessed for KZN export companies

Strategic initiatives to support implementation	
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Strategic initiatives to support implementation	
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<b>Programme 3.1</b>	<b>To develop and promote exports from the KZN province</b>
<b>Programme Performance Indicator: 3.1 c)</b>	Number of KZN companies assisted with Provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)
<b>Short Definition</b>	Facilitation of access to provincial and national incentives for KZN companies related to EMIA and SSAS funding respectively in accordance with DTI and TIKZN criteria, as well as PUM mentorship
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Proof of incentive approval
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	120 companies assisted
<b>Indicator responsibility</b>	Executive Manager: Export Development & Promotion
<b>Primary Measure</b>	Export and intra-trade opportunities accessed for KZN export companies

<b>Programme 3.1</b>	<b>To develop and promote exports from the KZN province</b>
<b>Programme Performance Indicator: 3.1 d)</b>	Number of KZN export companies that have participated in TIKZN coordinated export development programmes
<b>Short Definition</b>	Existing exporters in KZN that attend programmes offered that would increase their propensity to export. This includes training providers such as ITRISA, PUM, Productivity SA, SEDA, DTI and TIKZN
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Signed attendance registers / feedback forms / submission signed by EM or Terms of Reference for the training intervention
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	364 companies trained
<b>Indicator responsibility</b>	Executive Manager: Export Development & Promotion
<b>Primary Measure</b>	Export and intra-trade opportunities accessed for KZN export companies

Strategic initiatives to support implementation	
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Programme 3.1	To develop and promote exports from the KZN province
Programme Performance Indicator: 3.1 e)	Number of emerging KZN companies that have participated in TIKZN export readiness programmes
Short Definition	Emerging exporters in KZN that attend programmes targeted at gearing them towards export readiness
Purpose / Importance	
Source / Collection of data	Signed attendance register / feedback forms / Submission signed by EM: EDPU or Terms of Reference for these training intervention
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New indicator	No
Desired performance	246 emerging companies trained
Indicator responsibility	Executive Manager: Export Development & Promotion
Primary Measure	Export and intra-trade opportunities accessed for KZN export companies

Strategic initiatives to support implementation	
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<b>Programme 4.1</b>	To ensure a conducive business environment in the KZN province and organisational strategic compliance
<b>Programme Performance Indicator: 4.1 a)</b>	Approved strategic plan and annual performance plan
<b>Short Definition</b>	Annual strategic plan review and Annual Performance Plan
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Revised strategic plan and annual performance plan documents
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	Revised strategic plan and annual performance plan
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan

<b>Programme 4.1</b>	To ensure a conducive business environment in the KZN province and organisational strategic compliance
<b>Programme Performance Indicator: 4.1 b)</b>	Number of quarterly performance monitoring reports
<b>Short Definition</b>	Quarterly performance monitoring reports submitted to EDTEA
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Performance report spreadsheet
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	4 reports per annum
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan

Strategic initiatives to support implementation	
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Strategic initiatives to support implementation	
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<b>Programme 4.1</b>	<b>To ensure a conducive business environment in the KZN province and organisational strategic compliance</b>
<b>Programme Performance Indicator: 4.1 c)</b>	Number of evaluation reports produced
<b>Short Definition</b>	Performance evaluation verification reports produced quarterly
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Performance evaluation verification reports
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	4 performance evaluation verification reports per annum
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan

<b>Programme 4.1</b>	<b>To ensure a conducive business environment in the KZN province and organisational strategic compliance</b>
<b>Programme Performance Indicator: 4.1 d)</b>	Approved audited annual report
<b>Short Definition</b>	Annual report
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Annual report
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired performance</b>	One approved Annual report per annum
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan

Strategic initiatives to support implementation	
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Strategic initiatives to support implementation	
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<b>Programme 4.1</b>	To ensure a conducive business environment in the KZN province and organisational strategic compliance
<b>Programme Performance Indicator: 4.1 e)</b>	Number of interventions facilitated (e.g. PBU)
<b>Short Definition</b>	Number of intervention facilitated for projects experiencing development challenges
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Minutes of PBU meeting / correspondence with relevant authorities
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	10 interventions facilitated
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations

<b>Programme 4.1</b>	To ensure a conducive business environment in the KZN province and organisational strategic compliance
<b>Programme Performance Indicator: 4.1 f)</b>	Number of municipal investment profiles developed
<b>Short Definition</b>	Investment profiles used by municipalities to showcase and market the region's investment opportunities
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Municipal investment profile document
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	5 Profiles
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations

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<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan
<b>Strategic initiatives to support implementation</b>	

<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan
<b>Strategic initiatives to support implementation</b>	

<b>Programme 4.1</b>	To ensure a conducive business environment in the KZN province and organisational strategic compliance
<b>Programme Performance Indicator: 4.1 h)</b>	Number of development programmes implemented in partnership with SALGA and municipalities for development agencies
<b>Short Definition</b>	Programmes aimed at capacitating municipalities of development agencies, in partnership with SALGA or municipalities directly
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Attendance register / correspondence with officials
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	9 programmes
<b>Indicator responsibility</b>	Executive Manager, Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan

<b>Programme 4.1</b>	To ensure a conducive business environment in the KZN province and organisational strategic compliance
<b>Programme Performance Indicator: 4.1 g)</b>	Number of policy guideline roundtable sessions hosted
<b>Short Definition</b>	Roundtable sessions hosted in order to create awareness on policy issues and/or quarterly performance of a sector
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Invitation and attendance register
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Bi-annually
<b>New indicator</b>	No
<b>Desired performance</b>	6 sessions hosted
<b>Indicator responsibility</b>	Executive Manager, Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan



Strategic initiatives to support implementation	
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Strategic initiatives to support implementation	
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<b>Programme 4.1</b>	<b>To ensure a conducive business environment in the KZN province and organisational strategic compliance</b>
<b>Programme Performance Indicator: 4.1 I)</b>	Number of macro-economic reports developed, disseminated and sessions hosted
<b>Short Definition</b>	Macro-economic reports
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Documented proof of each deliverable completed. Hard copy of research studies / presentation to a dialogue forum / register of attendees
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	22 reports
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Approved Strategic Plan and Annual Performance Plan

Strategic initiatives to support implementation	
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<b>Programme 4.2</b>	<b>To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders</b>
<b>Programme Performance Indicator: 4.2 a)</b>	Number of sector analysis, fact sheets and value chain studies developed and disseminated
<b>Short Definition</b>	Research conducted in a specific sector taking into account: relevant context / Understanding of the sector within the local context / key stakeholders / legislation and policy governing the sector / recent developments
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Documented proof of each study / proof of dissemination / proof of publication on the TIKZN website
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	16 studies

<b>Programme 4.2</b>	<b>To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders</b>
<b>Programme Performance Indicator: 4.2 b)</b>	Number of product and market opportunities researched and developed for export promotion
<b>Short Definition</b>	Export briefs containing: product information / global and local market overviews / local companies / market access, etc.
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Documented proof of each study / proof of dissemination / proof of publication on the TIKZN website
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	16 opportunities developed

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<b>Indicator responsibility</b>	Executive Manager: Knowledge Management
<b>Primary Measure</b>	Number of sector analysis, fact sheets and value chain studies developed and disseminated
<b>Strategic initiatives to support implementation</b>	

<b>Indicator responsibility</b>	Executive Manager: Knowledge Management
<b>Primary Measure</b>	Number of sector analysis, fact sheets and value chain studies developed and disseminated
<b>Strategic initiatives to support implementation</b>	

<b>Programme 4.2</b>	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
<b>Programme Performance Indicator: 4.2 d)</b>	Host a dialogue forum to present packaged research, sector strategies and value chain analyses to stakeholders
<b>Short Definition</b>	Presentation of packaged research to industry stakeholders
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Hard copy of presentation / attendance register / invitation
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of Indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	8 forums hosted

<b>Programme 4.2</b>	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
<b>Programme Performance Indicator: 4.2 c)</b>	Number of catalytic investment opportunities researched, packaged and disseminated in conjunction with IP and relevant stakeholders
<b>Short Definition</b>	High impact opportunities packaged and disseminated in conjunction with IP and relevant stakeholders
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Documented proof of a conceptualised and completed high impact project packaged with: feasibility study / market study / business plan or EIA
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of Indicator</b>	Non-Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Annually
<b>New Indicator</b>	No
<b>Desired performance</b>	12 opportunities packaged

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<b>Indicator responsibility</b>	Executive Manager: Knowledge Management
<b>Primary Measure</b>	Number of sector analysis, fact sheets and value chain studies developed and disseminated
<b>Strategic initiatives to support implementation</b>	

<b>Indicator responsibility</b>	Executive Manager: Knowledge Management
<b>Primary Measure</b>	Number of sector analysis, fact sheets and value chain studies developed and disseminated
<b>Strategic initiatives to support implementation</b>	

<b>Programme 4.3</b>	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
<b>Programme Performance Indicator: 4.3 a)</b>	Number of qualified trade and investment leads generated and handed over from Gauteng
<b>Short Definition</b>	Qualified leads handed over to TIKZN Durban office from the TIKZN Gauteng office.
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Inquiry form / project sheet / Company profile or business plan or financials / handover form
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	45 qualified leads handed over

<b>Programme 4.3</b>	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
<b>Programme Performance Indicator: 4.3 b)</b>	Number of international organisation / foreign investor sessions hosted
<b>Short Definition</b>	Events hosted in partnership with foreign chambers / trade offices or a KZN specific session for an inbound delegation
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Event submission / Event programme / list of participants
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New Indicator</b>	No
<b>Desired performance</b>	12 sessions hosted

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Indicator responsibility	Executive Manager: Strategy & Operations
Primary Measure	Number of qualified trade and investment leads generated and handed over from Gauteng
Strategic initiatives to support implementation	

Indicator responsibility	Executive Manager: Strategy & Operations
Primary Measure	Number of qualified trade and investment leads generated and handed over from Gauteng
Strategic initiatives to support implementation	

Programme 4.3	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.3 c)	Number of inward investment and buying missions recruited for KZN
Short Definition	Number of investment missions (project specific or multi-sectoral) recruited for KZN by Gauteng office
Purpose / Importance	
Source / Collection of data	Inward mission brief / KZN programme
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No

Programme 4.3	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.3 d)	Number of business development initiatives undertaken in strategic foreign markets
Short Definition	
Purpose / Importance	Number of business development / lead generation / market intelligence initiatives participated in, in identified markets through interaction with embassies / foreign chambers / stakeholders, etc.
Source / Collection of data	Submission / report
Method of calculation	Number
Data limitations	No
Type of indicator	Non-cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No

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<b>Desired performance</b>	8 missions recruited
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Number of qualified trade and investment leads generated and handed over from Gauteng
<b>Strategic initiatives to support implementation</b>	

<b>Desired performance</b>	8 initiatives
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Number of qualified trade and investment leads generated and handed over from Gauteng
<b>Strategic initiatives to support implementation</b>	

<b>Programme 4.3</b>	<b>To facilitate trade and investment opportunities in the KZN province through the Gauteng office</b>
<b>Programme Performance Indicator: 4.3 e)</b>	Number of sector specific business linkage sessions hosted for KZN based companies
<b>Short Definition</b>	Business development / lead generation platforms in Gauteng arranged in conjunction with relevant units at Head Office, in a specific sector
<b>Purpose / Importance</b>	
<b>Source / Collection of data</b>	Submission / programme / list of participants
<b>Method of calculation</b>	Number
<b>Data limitations</b>	No
<b>Type of indicator</b>	Cumulative
<b>Calculation type</b>	Quantitative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No

<b>Desired performance</b>	10 linkage sessions hosted
<b>Indicator responsibility</b>	Executive Manager: Strategy & Operations
<b>Primary Measure</b>	Number of qualified trade and investment leads generated and handed over from Gauteng
<b>Strategic initiatives to support implementation</b>	