



ANNUAL PERFORMANCE PLAN

FOR

2018/2019

KWAZULU-NATAL

MARCH 2018

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 2018/19. 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.

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.

As the Executive Authority of the Department of Economic Development, Tourism and Environmental Affairs, I fully endorse this annual performance plan. I undertake to do all within my powers to assist Trade and Investment KwaZulu-Natal in realising the goals outlined in its strategic plan.



Mr Sihle Zikalala, MPL
MEC for Economic Development Tourism and Environmental Affairs

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 2018/19 year.

Ms. Lingiwe Nyamande

Chief Financial Officer

Date:

Mr. Neville Matjie

Chief Executive Officer (Acting)

Date:

Approved by:

Ms. C.M. Cronje

Chairman of the Board

Date:

OVERVIEW OF TRADE AND INVESTMENT KWAZULU-NATAL (TIKZN) ANNUAL PERFORMANCE PLAN 2018/19

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 December 2017 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. These will be undergoing a review in this financial year. 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 mandates

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
- Forster 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. RADICAL 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 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 with ensuring the increase in Youth, women and people with disabilities.

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 be 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 organisation’s strategy and APP is aligned to Strategic Goal 1: Inclusive Economic Growth, in particular 1.2, Enhance sectoral development through trade investment and business retention.



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, BBEEE 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)

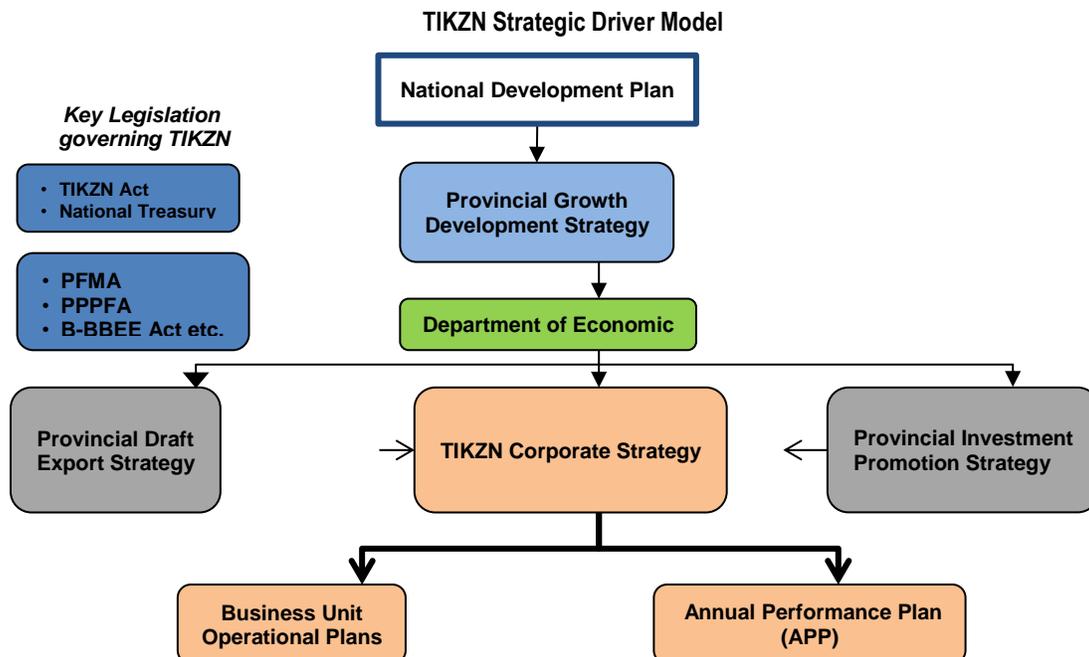
The KZN PGDP is an implementation plan anchoring the KZN Growth and Development Strategy. Its vision 2035 is to ensure that "KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World". The KZN Investment Strategy and the draft KZN Exporter Strategy, inform 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 OECD's Economic Outlook has revised South Africa's growth rate expectations for 2018 and 2019 upward, on the back of positive sentiment around the economy and changes to the political landscape. The OECD projects that the global economy will grow by 3.9% in both 2018 and 2019, with private investment and trade picking up on the back of strong business and household confidence. Inflation is set to rise slowly. "Growth is steady or improving in most G20 countries and the expansion is continuing," the group said.

"The Outlook underlines the boost to short-term growth expected from new tax reductions and expected spending increases in the United States and expected fiscal stimulus in Germany, but also points out a number of financial sector risks and vulnerabilities, as well as those posed by a rise in protectionism."

For South Africa, the OECD has revised the expected GDP growth rate upward to 1.9% in 2018, and 2.1% in 2019 – higher than the growth rate currently targeted by National Treasury. National Treasury currently anticipates growth of 1.5% in 2018, rising to 2.1% in 2020.

At the State of the Nation Address, President Ramaphosa said that government will "embark on a number of measures to address the unemployment challenge. One of the initiatives will be to **convene a Jobs Summit** within the next few months to align the efforts of every sector and every stakeholder behind the imperative of job creation. The summit will look at **what we need to do to ensure our economy grows and becomes more productive, that companies invest on a far greater scale, that workers are better equipped, and that our economic infrastructure is expanded.**" The second announcement the President made, was that government "will make a major push this year to encourage significant new investment in our economy. To this end, we will organise an Investment Conference... targeting both domestic and international investors, to market the compelling investment opportunities to be found in our country. We are going to address the decline over many years of our manufacturing capacity, which has deeply affected employment and exports. We will seek to re-industrialise on a scale and at a pace that draws millions of job seekers into the economy. We are going to promote greater investment in key manufacturing sectors through the strategic use of incentives and other measures."

The most critical is to further stimulate manufacturing, and forging ahead with the localisation programme, through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement.

At last year's World Economic Forum (WEF) meeting in Davos, it was announced that the world stands on the brink of a technological revolution that will irrevocably alter its current socio-economic and industrial, landscape. Termed the Fourth Industrial Revolution, it was argued that this is a convergence of the physical and digital worlds, and represents a "fundamental shift in how we produce, consume and relate to one another"¹ and is characterised by the speed of technological change and the emergence of new trends and sectors such as the Internet of Things, robotics, artificial intelligence and 3D printing. The new technologies that have evolved as part of the Fourth Industrial Revolution (4IR) allow for digital communication between machines, and entire factories, and are dependent on the evolution of smart technology which has combined to revolutionise industries in some parts of the world while destabilising industries elsewhere.²

¹ Davis, N (2015) 5 ways of understanding the Fourth Industrial Revolution in <https://www.weforum.org/agenda/2-15/11/5>

² <http://www.raymondjames.com/forefront/industrials/text/welcome-to-the-fourth-industrial-revolution>

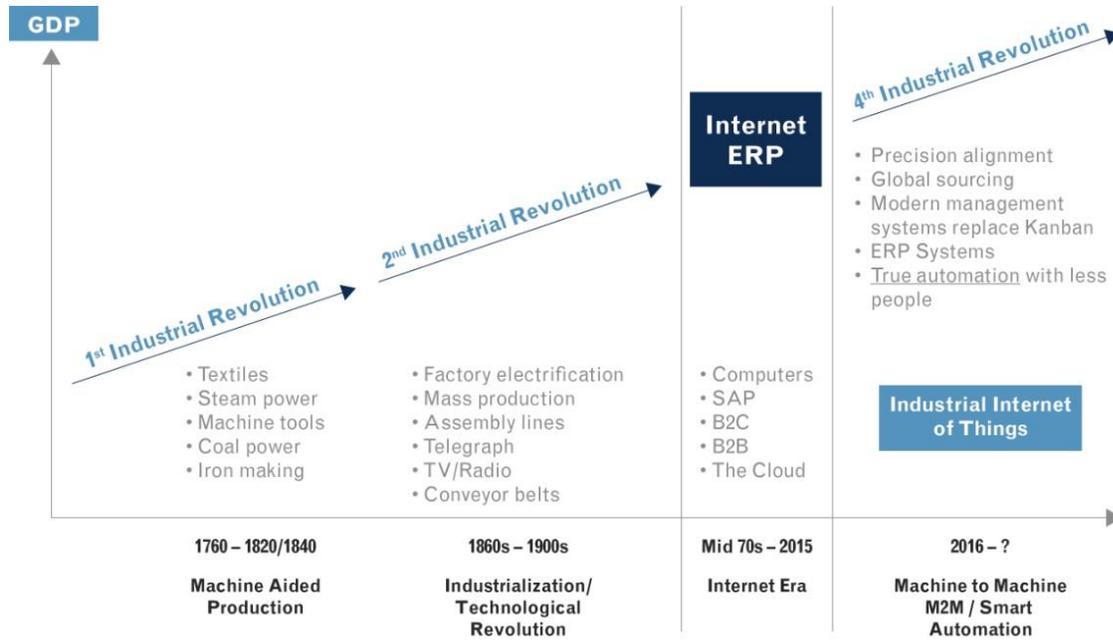
According to the WEF, this Fourth Industrial Revolution heralds a new dawn in modern society's rapid evolution, one which envisages profound changes to the way society functions, and it is perhaps appropriate now to take stock of what this all means, of how we can be part of this change, how we can possibly influence it, and more importantly, possibly benefit from it. The world has witnessed these sorts of epochal shifts before.

The First Industrial Revolution, which was mainly concentrated in Europe, spanned the 18th and 19th centuries as mass urbanisation took off. During this period, water, steam and coal power was harnessed to mechanise production and to transform factories and industries. Similarly, the construction of national railway systems facilitated the vast spread of the First Industrial Revolution and throughout it all mechanised power replaced animals as a central component of the production process. The Second Industrial Revolution occurred between 1870 and 1914 and was facilitated by the widespread use of steel. Central to its success was the rapid deployment of electrical energy in the mid-19th century which ushered in the arrival of assembly lines, mass production³ the telephone and radio, and which combined with cheap oil, the internal combustion engine and large infrastructure programmes to create this Industrial Revolution.⁴

The Third Industrial Revolution is regarded as having started sometime in the 1960's when electronic and information technology was used to automate production. Often referred to as the digital revolution, its principal signpost was the advent of personal computers and later, the internet, which brought efficiencies and abilities that completely transformed the business of manufacturing. These three industrial revolutions spanned many years and were characterised by technological advancements and the widespread adoption of machinery. Unfortunately, these periods also witnessed global economic upheavals and widespread dislocation of labour markets, often to the detriment of the developing world. The Fourth Industrial Revolution, by fusing the technologies that appeared during the digital revolution, is regarded by its adherents as differing quite crucially from the previous ones. While the first three were notable for advances in technology, the Fourth Industrial Revolution (4IR) is instead powered by innovation that is based on an agglomeration of technologies depicted in the graphic below.

³ <http://www.raymondjames.com/forefront/industrials/text/welcome-to-the-fourth-industrial-revolution>

⁴ Rifkin, J (2016) The 2016 WEF misfires with its Fourth industrial Revolution theme.



Source: <http://www.raymondjames.com/forefront/industrials/text/welcome-to-the-fourth-industrial-revolution>

4.1. Economic Disrupters

Over the past decade the world has undergone a process of by rapid innovation that has irrevocably altered the face of business, our social behaviour and even the way entire industrial sectors are organised. In turning traditional growth models upside down, this process has also changed the way we perceive innovation, technology and business generally. Termed Disruption or Disruptive Innovation, this trend describes the way that the innovative introduction of a new product or service, through simplicity, convenience and affordability, “upends an existing market and value network and displaces an earlier technology or process.”⁵ Disruption as a descriptive tool and as a period of economic development has coincided with another development which has come to define the modern world, in effect, another epoch.

Termed the Fourth Industrial Revolution, this period concerns the convergence of the physical and digital worlds,⁶ and is characterised by the speed of technological change and the emergence of new trends and sectors such as the Internet of Things, robotics, artificial intelligence and 3D printing. The new technologies that have evolved as part of the Fourth Industrial Revolution (4IR) allow for digital communication between machines, and entire factories, while the use of smart technology which has combined to revolutionise industries in some parts of the world, has also destabilised industries elsewhere.⁷ As such the 4IR and Disruption which has seen the birth of electric vehicles, the IPAD, Wikipedia, Skype, Airbnb, Netflix, Google and Facebook, and which all initially disrupted the industries that they have come to dominate, are both inextricably linked.

In the early years disruption was seen as an interruption of the normal course of things but having become so ubiquitous and commonplace, it is now a daily reality that we can scarcely do without. Examples of disruption abound and includes Amazon,

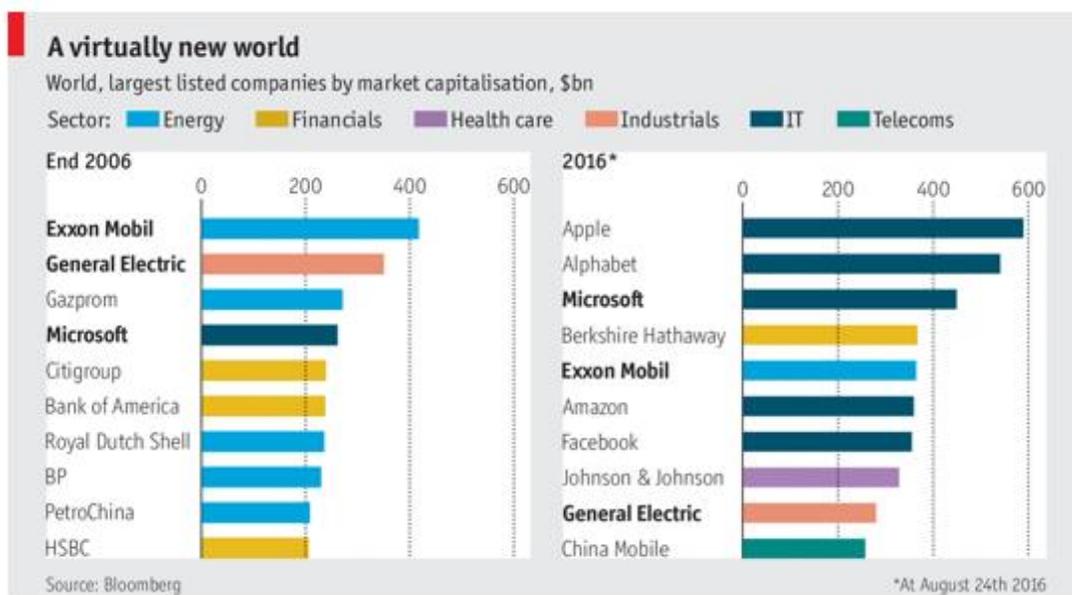
⁵ Allardice, D (2015) pg 21

⁶ Davis, N (2015) 5 ways of understanding the Fourth Industrial Revolution in <https://www.weforum.org/agenda/2-15/11/5>

⁷ <http://www.raymondjames.com/forefront/industrials/text/welcome-to-the-fourth-industrial-revolution>

personal computers, Wikipedia, Google, Uber, Airbnb, the iPod and recent innovations include smart phones which do banking, stream music and videos, while WhatsApp, is a free data and voice messaging service, that allows users to make voice calls – at a minimal data cost- and which will in all likelihood, supplant the traditional voice service offered by mobile service operators.

Evidence of the extent to which the world had changed irrevocably is that ten years ago the five largest companies on the globe were oil or oil-related, while today, they have been replaced by information-based giants. This has ensured that data has become the new global commodity, the “new oil”. Not surprisingly it is digital businesses such as Uber and Airbnb which have made the biggest strides in the 4IR, primarily due to their ability to remodel traditional transport and accommodation industries with cloud-based services.



Source: <http://ritholtz.com/2016/09/largest-companies-2016/>

A recent report of the 4IR argues that by 2025, smart phones will be used by 90% of the population and currently they comprise 67% of handset sales in Kenya, with its use in Africa, having doubled in just two years alone. Interestingly, sub-Saharan Africa is predicted to have over half a billion smart phone users by 2020.⁸ Furthermore, mobile services generated 6.7% of the continent’s GDP, totalling around \$150 billion in economic value.⁹ Similarly, by 2025, 5% of consumer goods would be produced using 3D printing technology and this will have huge implications for supply chains. In 2012, the number of connected devices (internet of Things) worldwide reached 8.7 billion. Although only 1 % of the world’s devices are currently connected, it is estimated that by 2020, close onto 25 billion things will be connected and by 2017 the Internet of Things will support total services spending of \$235 billion.¹⁰

⁸ <https://www.gsma.com/newsroom/press-release/gsma-report-forecasts-half-a-billion-mobile-subscribers-ssa-2020/>

⁹ <https://qz.com/748354/smartphone-use-has-more-than-doubled-in-africa-in-two-years/>

¹⁰ <https://techcrunch.com/2015/07/22/the-next-industrial-revolution-should-happen-in-america/>

4.2. Global Macro Outlook

While South Africa boasts one of Africa's most sophisticated political systems, significant risks to short-term stability remain. According to Business Monitor International (BMI):

- Global real GDP set to grow by 2.9% annually between 2017-2021, a slight acceleration from 2.8% in the previous five-year period, led by emerging markets ex-China
- Strengthening eurozone economy and hawkish shift by European Central Bank spur upward revision in euro exchange rate projections
- Headline global forecasts largely unchanged despite downward revision to BMI's oil price expectations
- Emerging markets to benefit from strengthening external environment, stable commodity prices, and improved investor sentiment - but outlook not uniformly positive.

BMI research predicts a downgrade to the global real GDP growth forecast for 2018 to 2.9% from 3.0% previously (largely due to a downward revision to the already below-consensus US growth expectations).

For developed market economies, the current pace of expansion is about 'as good as it gets', with the eurozone and Japan growing well above-trend, and the US growing slightly faster than potential. In contrast, emerging markets are set to pick up some of the slack after a period of growing well below trend, with growth rising from 4.3% in 2017 to 4.5% in 2018 and beyond - despite a gradual multi-year slowdown in China. Real GDP in emerging markets excluding China will grow by an annual average 3.7% in 2017-21, a significant acceleration from 3.2% in the preceding five-year period.

The table below shows a list of the 10 best-performing African nations, as measured by the World Economic Forum's annual Global Competitiveness Report. Mauritius, South Africa and Rwanda come out on top.



The 10 most competitive African economies
Africa Competitiveness Report 2017



Economy	GCI rank 2016-2017	Score
Mauritius	45	4.49
South Africa	47	4.47
Rwanda	52	4.41
Botswana	64	4.29
Morocco	70	4.20
Namibia	84	4.02
Algeria	87	3.98
Tunisia	95	3.92
Kenya	96	3.90
Côte d'Ivoire	99	3.86

Source: WEF 2017

Though Mauritius ranks first among African countries in this WEF Report, it is still only at No 45 in the global index, a sober nod towards Africa's slowing productivity levels after a decade of sustained growth. According to WEF, if Mauritius consistently outperforms its continental peers, it's because its leaders have removed the hurdles that prevent so many other countries from achieving prosperity; in this case, streamlining its goods market, building solid infrastructure and promoting a healthy workforce.

South Africa and Rwanda also do well and have improved their global ranking since the last index was released in 2015. Their continued growth can be attributed to the uptake of technology, efficient financial markets and a focus on strengthening institutions. These are just some of the factors that contribute to a country's prosperity. But the most important are those that enable people to find employment, travel to work and carry out their jobs. If they can do that, then disaster is not only averted, it is turned inside out, into an economic revival that may yet sweep Africa to prosperity.

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. Global economic growth is estimated to have slowed to just 2% in 2016, the slowest rate of growth since the onset of the Global Financial Crisis. However, according to the International Monetary Fund's (IMF) World Economic Outlook (WEO) published in January 2017, global growth is forecast to accelerate to 3.4% in 2017 and 3.6% in 2018.

These projections do carry significant downside risks including:

- a. a possible shift toward inward-looking policy platforms and protectionism associated with the incoming administration in the United States (US);
- b. a sharper than expected tightening in global financial conditions that could interact with balance sheet weaknesses in parts of the euro area and in some emerging market economies;
- c. increased geopolitical tensions; and
- d. a more severe slowdown in China.

While the risks are viewed as being to the downside, there are some potential tail winds. These include the possible acceleration of global activity if policy stimulus turns out to be larger than currently projected in the US and/or China; and a firming of oil prices following the agreement among the Organisation of the Petroleum Exporting Countries (OPEC) members and several other major producers to limit supply.

Among advanced economies and in the US, economic activity rebounded strongly after a weak first half of 2016, and the economy is approaching full employment. Despite this rebound, economic growth in advanced economies is estimated to decelerate from 2.1 per cent in 2015 to 1.6 per cent in 2016. It is projected to increase by 0.3 percentage points to 1.9 per cent in 2017 and by a 0.1 percentage point to 2.0 per cent in 2018.

The picture for emerging market and developing economies (EMDEs) remains diverse with commodity-producing countries experiencing domestic and external headwinds. Supported by continued policy stimulus, the growth rate in China was stronger than expected. India on the other hand is expected to shrink due to cash shortages and payment disruptions. However, economic activity was weaker than expected in some countries, such as Argentina, Russia and Brazil that are currently in recession. It is expected that EMDEs will account for over 70 per cent of global growth, and growth is expected to reach 4.5% in 2017 and 4.8% in 2018.

Economic growth in Sub-Saharan Africa (SSA) is estimated to have slowed to 1.6 per cent in 2016 due to weak commodity, including oil, prices. Nigeria is currently in recession whilst Angola is registering zero growth due to the low oil price. Most countries in SSA are expected to see a gradual lift-off, driven by the infrastructure programmes in the continent, as outlined in the African Union Agenda 2063 commitments. Consequently, SSA is projected to grow by 2.8% in 2017 and by 3.7% in 2018.

In the euro area, output remains well below potential, according to the January 2017 WEO update. It is projected to grow by a very modest 1.6% in 2017 and 2018.

4.3. South African Outlook

The International Monetary Fund cut South Africa's economic growth forecast for this year, saying rising political uncertainty has dented consumer and business confidence. The IMF said it expected South Africa's economy to grow by 0.7% this year, down from an earlier projection of 1% given in July. South African growth should tick up to 1.1% next year, slightly lower than an earlier forecast of 1.2%, the IMF added in its October world economic outlook.

South Africa slipped into recession earlier this year as rising inflation and high unemployment hit consumer spending, but a rebound in agricultural output has since helped the economy to return to growth. Investors' nerves, however, have been tested by the subsequent credit downgrades to sub-investment grade. The IMF maintained its GDP growth projection for Nigeria at 0.8% this year, a performance underpinned by a recovery in oil production and farming after the economy contracted in 2016.

South Africa will post continued slow growth in the coming quarters, according to BMI, it is expected that the mining sector will face increased headwinds as commodity prices falter and regulatory changes further undermine appetite to invest. A mix of structural challenges, elevated unemployment and continued uncertainty over the direction of policy will also weigh on the manufacturing and consumer-driven sectors such as retail.

5. KWAZULU-NATAL ECONOMIC PERFORMANCE

The province of KwaZulu-Natal is South Africa's second largest provincial economy, contributing almost one fifth of the country's gross domestic product (GDP). The provincial economic growth has also consistently recorded above national average rates, signalling 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.

According to Standard Bank of South Africa (2016); figures showed that KwaZulu-Natal accounts for:

- 26.9% of the country's agriculture sector;
- 21.6% of South African manufacturing;
- 13% of the value added in the country's construction sector;
- Around 15.7% of the country's electricity, gas and water output – placing it in second position to Gauteng's 33%;
- A share of about 17.8% of the country's retail and wholesale trade, catering and accommodation;
- An anticipated 22.3% stake of the nation's transport, storage and communication facilities;
- 13.4% of the country's finance, insurance, real estate and business activities; and
- At least 13.4% of South Africa's community, social and personal services sector activity.

Manufacturing, trade, transport and the finance sector are key role players in KwaZulu-Natal's economy. Important to note is that agriculture, manufacturing, trade and transport have a comparative advantage, as these sectors are much larger in size in the province's economy than in the national economy.

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. attract strategic investments into Richards Bay IDZ, thus stimulating support industries supporting the port
- iii. establish industrial economic hubs across the province to unleash each district's unique economic potential, and
- iv. increase international tourism through establishment of world-class tourism offerings, through the efforts of the Route Development Committee.

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.

6. PERFORMANCE 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.

7. ORGANISATIONAL ENVIRONMENT

The organisation's operations are managed by the Chief Executive Officer (CEO) appointed by the TIKZN Board. There are Executive 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, Business Retention and Expansion (including, Destination Marketing)
- Export Development and Promotion
- Knowledge Management (including ICT)
- Marketing and Communications and the
- Office of the Chief Executive Officer (which includes Gauteng Office, Advocacy, Strategy, and One Stop Shop).

The 2018/19 Corporate Strategy is aligned to the Medium Term Strategic Framework 12 and has a great focus on capacity building of staff.

The 2018/19 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.

8. 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 Shop 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 Shop Investment Centre has been established by TIKZN in partnership with the Department of Trade and Industry (the dti) to facilitate the regulatory compliance for business in KwaZulu-Natal. Satellite structures linked to Dube Trade Port (established), 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 play an influential role in the Provincial Tourism and Investment Council
- Effective and efficient "One-Stop Shop 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
- Package trade and investment opportunities linked to the fourth industrial revolution; and
- Impact of the Fourth Industrial Revolution on the packaging of "economic disrupter" opportunities

9. OVERVIEW OF THE BUDGET AND MTEF ESTIMATES

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

Programme		Audited outcomes			Adjusted appropriation 2017/2018	Medium-term expenditure estimate		
		2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021
1.	Corporate Services*	40,311m	41,089m	41,803m	43,038m	42,573m	45,781m	48,984
2.	Investment Promotion and Facilitation	17,752m	17,455m	19,130m	22,727m	21,546m	23,206m	24,855m
3.	Export Development and Promotion	6,810m	7,826m	8,999m	11,593m	8,896m	9,573m	10,246m
4.	Advocacy, Knowledge Management and Office of the CEO ¹¹	9,469m	10,837m	14,388m	11,250m	11,925m	12,849m	13,766
5.	Technical Assistance Fund (TAF)	-	3,000m	5,500m	7,089m	-	-	-
6.	East 3 Route Fund	-	13,238m	-	-	-	-	-
7.	Industrial Symbiosis	-	2,750m	-	2,750m	-	-	-
8.	One Stop Shop	-	-	-	10,000	2m	2m	-
9.	Youth in ICT & Manufacturing				3,048m	3,5m	3m	-
Subtotal		74,342,000	96,195,000	91,820,000	111,494,525	90,440,000	96,409,365	97,851,640
Direct charges against the National Revenue Fund		N/A	N/A	N/A	N/A	N/A		
Total		74,342,000	96,195,000	91,820,000	111,494,525	90,440,000	96,409,365	97,851,640
Change to 2017/18 budget estimates		N/A	N/A	N/A	N/A	N/A	N/A	N/A

*Corporate Services includes CAPEX of R1,060m

¹¹ Central point of contact costs are estimated at R1,113m (2016/17) for the 2016/17 and R1 180 for the 2017/18FY

Trade and Investment KwaZulu-Natal
Annual Performance Plan 2018/19

Economic Classification							
Programme	Audited outcomes			Adjusted Appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/2021
Current Payments	73,504,843	95,315,985	90,989,994	110,615,243	89,507,405	95,413,352	96,790,888
Compensation of employees	34,482,412	38,253,934	39,410,292	43,588,729	46,229,573	50,066,629	53,821,626
Goods and services of which:							
- Communication	9,262,933	9,974,108	9,846,231	7,097,005	6,568,825	7,015,505	7,471,513
- Computer services	415,878	436,672	462,005	489,725	519,109	554,408	590,445
- Consultants, contractors and special services	2,887,057	3,031,410	10,117,280	11,010,317	3,614,937	3,860,751	4,111,700
- Repairs and Maintenance	395,850	415,643	439,756	466,141	494,110	527,709	562,010
Operating expenditure	9,601,385	8,932,416	8,607,263	7,472,205	7,921,038	8,459,672	9,009,550
Operating leases	3,703,474	3,888,648	4,114,249	4,361,104	4,622,770	4,937,119	5,258,031
Travel and subsistence	3,533,908	3,710,603	3,312,167	3,510,897	3,721,551	3,974,616	4,232,966
International marketing activities	8,792,468	7,684,551	9,180,751	9,731,597	10,315,492	11,016,945	11,733,047
One Stop Shop	-	-	10,000,000	10,000,000	R2,000,000	2,000,000	-
East 3 Route Fund / Industrial Symbiosis	-	15,988,000	-	2,750,000	-	-	-
Youth in Manufacturing & ICT	-	-	-	3,048,000	3,500,000	3,000,000	-
Technical Assistance Fund (TAF)	-	3,000,000	5,500,000	7,089,524	-	-	-

Trade and Investment KwaZulu-Natal
Annual Performance Plan 2018/19

Transfers and Subsidies	N/A						
Provinces and Municipalities	-	-	-	-	-	-	-
Departmental Agencies and Accounts	429,478	-	-	-	-	-	-
Universities and Technikons	-	-	-	-	-	-	-
Public Corporations and Private Enterprises	-	-	-	-	-	-	-
Foreign Governments and International Organisations	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-
Payments for Capital Assets	837,157	879,015	830,006	879,806	932,595	996,011	1,060,752
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	540,101	737,238	680,004	720,804	764,053	816,008	869,049
Cultivated assets	-	-	-	-	-	-	-
Software and other intangible assets	297,056	141,777	150,002	159,002	168,542	180,003	191,703
Land and subsoil assets of which: Capitalised compensation	-	-	-	-	-	-	-
Total	74,342,000	96,195,000	91,820,000	11,495,049	90,440,000	96,409,365	97,851,640

Notes:

- The 2018/19 budget has been calculated on an average of 6% increase across the board.

9.2. 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 foreign and domestic investments in KwaZulu-Natal.					Generate exports and develop exporters in KwaZulu-Natal.				
GOAL STATEMENTS									
To radically achieve economic transformation			To promote effective and inclusive stakeholder engagements				To achieve operational excellence through effective core business processes		
STRATEGIC OBJECTIVES									
<i>To promote and facilitate new fixed investment in the KZN Province (new investments, destination marketing and expansion & retention)</i>	<i>To develop and promote exports from the KZN Province</i>	<i>To improve market visibility and brand awareness of TIKZN's services locally and internationally</i>	<i>To improve organizational effectiveness and efficiency through the utilisation of Information, Communication and Technology</i>	<i>To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders</i>	<i>To comply with national and provincial treasury regulatory reporting standards</i>	<i>To ensure a conducive business environment in the KZN Province and ensure organisational strategic performance compliance</i>	<i>To facilitate trade and investment opportunities in the KZN Province through the Gauteng Office</i>	<i>Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors</i>	<i>Improve human capability to create an effective and efficient organisation</i>
PROGRAMMES									
Corporate Services		Investment Promotion and Facilitation		Export Development and Promotion			Strategy & Operations, Knowledge Management, One Stop Shop & Advocacy and the Gauteng Office		

Key Functions of each Programme

<p>Programme 1: CORPORATE SERVICES</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 2018/19 budget.</p>
<p>Programme 2: INVESTMENT PROMOTION AND FACILITATION</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 2018/19 budget.</p>
<p>Programme 3: EXPORT DEVELOPMENT AND PROMOTION</p> <p>This programme relates to the development and promotion of export opportunities for the KZN province. This programme accounted for 9% of the 2018/19 budget.</p>
<p>Programme 4: STRATEGY & OPERATIONS, KNOWLEDGE MANAGEMENT, ONE STOP SHOP & ADVOCACY AND THE GAUTENG OFFICE</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 2018/19</p>
<p>NOTE: Satellite Office: GAUTENG OFFICE (Office of the CEO)</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 nine strategic objectives of the organisation. These four Programmes are depicted in the table below.

PROGRAMMES		Sub-Programmes
1.	Corporate Services	1.1. Marketing and Communications 1.2. Finance 1.3. Human Resources 1.4. Information Communication and Technology
2.	Investment Promotion and Facilitation	2.1. Facilitate Pre-investment opportunities (promotion and facilitation) 2.2. Facilitate Post-investment opportunities (retention and expansion) 2.3. Destination Marketing
3.	Export Development and Promotion	3.1. Export Development and Promotion
4.	Strategy & Operations, Knowledge Management, One Stop Shop & Advocacy and the Gauteng Office	4.1. Strategy & Operations (Office of the CEO) 4.2. One Stop Shop Investment Centre & Advocacy 4.3. Research and Information (Knowledge Management) 4.4. Gauteng Office

10. 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.

10.1. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS (2017-2021)**PROGRAMME 1: CORPORATE SERVICES****1.1 STRATEGIC OBJECTIVES AND TARGETS: MARKETING AND COMMUNICATIONS**

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
1.1 To improve market visibility and brand awareness of TIKZN's services locally and internationally	1.1a.	Public relations programmes implemented to enhance the TIKZN brand	110	NEW	13	21	20	25	30	35
	1.1b.	Advertising campaigns implemented to promote TIKZN services	53	NEW	7	11	8	10	15	20
	1.1c.	Stakeholder engagement plans implemented	27	NEW	NEW	NEW	NEW	7	9	11
	1.1d.	Brand awareness and perception surveys conducted	2	NEW	NEW	0	1	0	1	0

Programme performance indicators and annual targets for 2018/2019 – Marketing and Communications

Strategic Objective	Programme Performance indicator		Audited Performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.1 To improve market visibility and brand awareness of TIKZN's services locally and internationally	1.1a	Number of public relations programmes implemented to enhance the TIKZN brand	N/A	N/A	21	20	25	30	35
	1.1b	Number of advertising campaigns implemented to promote TIKZN services	N/A	N/A	11	8	10	15	20
	1.1c	Number of activities from the stakeholder engagement plan implemented.	NEW	NEW	NEW	NEW	7	9	11
	1.1d	Number of brand awareness and perception surveys conducted	N/A	N/A	0	1	0	1	0

Quarterly targets for 2018/2019 – Marketing & Communications

Programme Performance indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
1.1a	Number of public relations programmes implemented to enhance the TIKZN brand	<ul style="list-style-type: none"> • Tearsheets and sound bites for the media coverage and opinion pieces • Attendance registers for media engagement. • Video clips 	Quarterly	25	6	7	6	6
1.1b	Number of advertising campaigns implemented to promote TIKZN services	<ul style="list-style-type: none"> • Tearsheets • Publications 	Quarterly	10	2	3	2	3
1.1c	Number of activities from the stakeholder engagement plan implemented.	<ul style="list-style-type: none"> • Attendance register • Media mentions • Pictures • Invitation • Programme 	Quarterly	7	1	2	2	2
1.1d	Number of brand awareness and perception surveys conducted	<ul style="list-style-type: none"> • A survey report 	Biennial	0	-	-	-	-

1.2 STRATEGIC OBJECTIVES AND TARGETS: FINANCE

Strategic Objective	Strategic Objective Indicator	5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets			
			2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21	
1.2 To comply with national and provincial treasury regulatory reporting standards	1.2a.	To achieve a clean audit annually	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	
	1.2b.	BEE suppliers, including Women, youth, war veterans and people with disabilities, in procurement spend	90%	84.5%	90.25%	97.25%	75%	0	0	0
	1.2b.	Procurement spend on BEE companies with 51% or more ownership by Black/African people	55%	NEW	NEW	NEW	NEW	50%	55%	60%
	1.2c.	Internal audit findings resolved prior to AG audit.	95%	93%	93%	97.4%	90%	95%	95%	95%
	1.2d.	Risks identified and properly mitigated or resolved. (As identified through the risk management process and documented in the risk register)	95%	94%	93%	95%	90%	95%	95%	95%
	1.2e.	Improve TIKZN's BBBEE rating level to highest level	Level 1	N/A	N/A	N/A	Level 2	Level 1	Level 1	Level 1
	1.2f.	Expenditure reports submitted to EDTEA by prescribed deadline.	36	NEW	NEW	NEW	NEW	12	12	12
	1.2g.	Invoices from SMMEs, QSEs and AMEs paid within 30 days of receipt	95%	NEW	NEW	NEW	NEW	90%	90%	90%
	1.2h.	Comparison of actual budget VS expenditure to be not more than or less than 5%	+/-5%	NEW	NEW	NEW	NEW	+/- 5%	+/- 5%	+/- 5%

Programme performance indicators and annual targets for 2018/2019 – Finance

Strategic Objective	Programme Performance Indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.2 To comply with national and provincial treasury regulatory reporting standards	1.2a	Clean audit achieved	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit
	1.2b	Percentage of BEE suppliers, including Women, youth, war veterans and people with disabilities, in procurement spend	84.5%	90.25%	97.25%	75%	0	0	0
	1.2b	Percentage procurement spend on BEE companies with 51% or more ownership by Black/African people	NEW	NEW	NEW	NEW	50%	55%	60%
	1.2c	Percentage of internal audit findings resolved prior to AG audit	93%	93%	97.4%	90%	95%	95%	95%
	1.2d	Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk	94%	93%	95%	90%	95%	95%	95%
	1.2e	Improve TIKZN's BBBEE rating level	N/A	N/A	N/A	Level 2	Level 1	Level 1	Level 1
	1.2f	Number of expenditure reports submitted to EDTEA by prescribed deadline	NEW	NEW	NEW	NEW	12	12	12
	1.2g	Percentage of invoices from SMMEs, QSEs and AMEs paid within 30 days	NEW	NEW	NEW	NEW	90%	90%	90%

	1.2h	Percentage of actual budget VS expenditure to be not less than or more than 5%	NEW	NEW	NEW	NEW	+/- 5%	+/-5%	+/-5%
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Quarterly targets for 2018/2019 – Finance

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
1.2a.	Clean audit achieved	The AG report	Annual	Clean Audit	-	Clean Audit	-	-
1.2b.	Percentage of BEE suppliers, including Women, youth, war veterans and people with disabilities, in procurement spend	The BBBEE report as extracted from our orders book generated on SAP.	Quarterly	0	0	0	0	0
1.2b	Percentage procurement spend on BEE companies with 51% or more ownership by Black/African people	The BBBEE report as extracted from our orders book generated on SAP.	Quarterly	50%	50%	50%	50%	50%
1.2c.	Percentage of internal audit findings resolved prior to AG audit	Summary of reports from Internal audits condensed. These have to clearly indicate that the findings have been resolved or are no longer risks.	Annually	95%	-	-	-	95%
1.2d.	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	95%	-	-	-	95%
1.2e.	Improve TIKZN's BBBEE rating level	BBBEE certificate	Annually	Level 1	-	-	-	Level 1
1.2f.	Number of expenditure reports submitted to EDTEA by prescribed deadline	Email submission of report Copy of report Acknowledgement of receipt by Dept.	Quarterly	12	3	3	3	3
1.2g.	Percentage of invoices from SMMEs, QSEs and AMEs paid within 30 days	Invoices and proof of payment – to be maintained by the Finance Unit	Quarterly	90%	90%	90%	90%	90%

1.2h.	Percentage of actual budget VS expenditure to be not less than or more than 5%	Annual Financial Statements as per the Annual Report	Annually	+/-5%	-	-	-	+/-5%
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1.3 STRATEGIC OBJECTIVES AND TARGETS: HUMAN RESOURCES

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
1.3 Improve human capital capability to create an effective and efficient organisation	1.3a.	TIKZN's Workplace Skills Plan implemented	95%	NEW	NEW	NEW	NEW	95%	95%	95%
	1.3b.	Learnership and internship programmes facilitated	34	NEW	NEW	NEW	NEW	10	12	12
	1.3c.	Sessions hosted by change management facilitators	50	N/A	5	8	8	14	14	14
	1.3d.	Employee wellness programmes implemented	53	N/A	6	8	10	12	15	16
	1.3e.	Performance reviews and appraisals completed annually	100%	NEW	NEW	NEW	NEW	100%	100%	100%

Programme performance indicators and annual targets for 20187/2019 – Human Resources

Strategic Objective	Programme Performance Indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.3 Improve human capital capability to create an effective and efficient organisation	1.3a	Percentage of TIKZN's Workplace Skills Plan implemented	NEW	NEW	NEW	NEW	95%	95%	95%
	1.3b	Number of learnership and internship programmes facilitated	NEW	NEW	NEW	NEW	10	12	12
	1.3c	Number of sessions hosted by change management facilitators	N/A	5	8	8	14	14	14
	1.3d	Number of employee wellness programmes implemented	N/A	6	8	10	12	15	16
	1.3e	Percentage of performance reviews and appraisals completed annually	NEW	NEW	NEW	NEW	100%	100%	100%

Quarterly targets for 2018/2019 – Human Resources

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
1.3a.	Percentage of TIKZN's Workplace Skills Plan implemented	<ul style="list-style-type: none"> Attendance register Certificates Presentations 	Annually	95%	-	-	-	95%
1.3b.	Number of learnership and internship programmes facilitated	<ul style="list-style-type: none"> MOU Internship Contracts 	Annually	10	-	-	-	10
1.3c.	Number of sessions hosted by change management facilitators	<ul style="list-style-type: none"> List of Facilitators Programme manuals or attendance register or report by the Facilitator Annual climate survey 	Bi-annually	14		7		7
1.3d.	Number of employee wellness programmes implemented	<ul style="list-style-type: none"> Wellness report - EAP Attendance register Programme outline 	Quarterly	12	3	3	3	3
1.3e.	Percentage of performance reviews and appraisals completed annually	<ul style="list-style-type: none"> Signed registers for Reviews and Appraisals. 	Bi-annually	100%	-	100%	-	100%

1.4 STRATEGIC OBJECTIVES AND TARGETS: INFORMATION COMMUNICATION AND TECHNOLOGY

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
1.4 To improve organisational effectiveness and efficiencies through the utilisation of Information, Communication and Technology	1.4a.	ICT business improvement initiatives successfully implemented	16	N/A	8	2 (phase 2)	4	4	4	4
	1.4b.	Projects implemented to enhance the organisation's digital presence.	16	N/A	6	4	4	4	4	4
	1.4c.	Enhancement of ICT Operational efficiencies by: <ul style="list-style-type: none"> IT systems uptime and availability and, IT help-desk turnaround time 	99%	99.9%	99.86%	99.95%	95%	98%	99%	99%
	1.4d.	Monitor, analyse and evaluate ICT digitally implemented initiatives	98%	New	New	New	New	98%	98%	98%

Programme performance indicators and annual targets for 2018/2019 – Information Communication and Technology

Strategic Objective	Programme Performance Indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.4 To improve organisational effectiveness and efficiencies through the utilisation of Information, Communication and Technology	1.4a.	Number of successfully implemented ICT business improvement initiatives.	N/A	8	2 (phase 2)	4	4	4	4
	1.4b.	Number of projects implemented to enhance the organisation's digital presence	N/A	6	4	4	4	4	4
	1.4c.	Enhanced ICT Operational Efficiencies: <ul style="list-style-type: none"> Percentage of IT systems uptime and availability Percentage of IT help-desk turnaround time 	99.9%	99.86%	99.95%	95%	98%	99%	99%
	1.4d.	Monitoring, analysis and evaluation of ICT digital implemented initiatives	New	New	New	New	98%	98%	98%

Quarterly targets for 2018/2019 – Information Communication and Technology

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
1.4a.	Number of successfully implemented ICT business improvement initiatives	<ol style="list-style-type: none"> Digitalisation of TIKZN systems Identification of solutions to improve Cyber Security and Early warning detection systems (Information Security Plan) to improve organisational effectiveness 	Quarterly	4	1	1	1	1
1.4b.	Number of projects implemented to enhance the organisation's digital presence	<ol style="list-style-type: none"> Develop IT architecture framework for KM repository in KZN Develop multi-faceted communications platform (to be utilised for communication with stakeholders on multiple platform, be it formal or social) Upgrade TIKZN's portal 	Quarterly	4	1	1	1	1
1.4c.	Enhanced ICT Operational Efficiencies: <ul style="list-style-type: none"> Percentage of IT systems uptime and availability Percentage of IT help-desk turnaround time 	<ol style="list-style-type: none"> Graphical report outlining systems up times and/or failures, per quarter. Graphical report showing Helpdesk queries resolved 	Quarterly	98%	98%	98%	98%	98%
1.4d.	Monitoring, analysis and evaluation of ICT digital implemented initiatives	Graphical reports on TIKZN's Website, Export Portal, Intranet, Blogs, Tracking IP Project Tracking Tool, OSS CRM, EDPU CRM	Quarterly	98%	98%	98%	98%	98%

RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

PROGRAMME 1: CORPORATE SERVICES

Programme (Rands)		Audited outcomes			Adjusted Appropriation 2017/2018	Medium-term expenditure estimate		
		2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021
1.	Corporate Services	R40,311m	R60,077m	R49,303m	R60,127m	R42,573m	R47,781m	R48,984m
1.1.	Board and the office of the CEO	R10,680m	R10,506m	R10,724m	R11,796m	R12,080m	R13,055m	R14,014m
1.2.	Marketing and Communications	R13,351m	R13,445m	R13,607m	R11,097m	R10,809m	R11,598m	R12,391m
1.3.	Finance	R10,621m	R12,277m	R12,501m	R14,264m	R14,060m	R15,069m	R16,088m
1.4.	Human Resources	R5,059m	R4,861m	R4,971m	R5,881m	R5,624m	R6,059m	R6,491m
1.5.	Information, Communications and Technology*	R600K	R000	R000	R000	R000	R000	-
1.6.	Technical Assistance Fund (TAF)	R000	R3,000m	R5,500m	R7,089m	R000	R000	-
1.7.	East 3 Route /Industrial Symbiosis	R000	R15,988m	R000	R000	R000	R000	-
1.8.	Industrial Symbiosis	R000	R000	R2,750m	R000m	-	-	-
1.9.	One Stop Shop	R000	R000	R2,000m	R10,000m	R2,000m	R2m	-

- 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 Objective Target		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
2.1 To promote and facilitate new fixed investment in the KZN Province <i>(Facilitation of pre-investment opportunities)</i>	2.1a.	Foreign investment attracted in to the province of KZN	R8.2bn	R1.68bn	R1.981bn	R10.885bn	R1.8bn	R2.0bn	R2.2bn	R2.2bn
	2.1b.	Potential jobs created from the investment projects facilitated	11250	4565	5170	6270	2500	2750	3000	3000
	2.1c.	Projects added to the investment pipeline for future development	360	83	51	65	80	80	100	100
	2.1d.	Inward and outward investment attraction missions facilitated	125	N/A	47	20	25	30	35	35
	2.1e.	Investment projects facilitated for Black youth and women owned businesses	15	NEW	NEW	NEW	NEW	5	5	5

Programme Performance Indicators and annual targets for 2018/2019 - Investment Promotion

Strategic Objective	Programme Performance Indicators		Audited / Actual Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1 To promote and facilitate new fixed investment in the KZN Province <i>(Facilitation of pre-investment opportunities)</i>	2.1a.	Rand value of new investment projects committed.	R1.68bn	R1.981bn	R10.885bn	R1.8bn	R2.0bn	R2.2bn	R2.2bn
	2.1b.	Number of potential jobs created from new projects	4564	5170	6270	2500	2750	3000	3000
	2.1c.	Number of projects added to the investment pipeline	83	51	65	80	80	100	100
	2.1d.	Number of investment attraction missions facilitated (inward and outward)	N/A	47	20	25	30	35	35
	2.1e	Number of investment projects facilitated for black youth and women owned businesses	NEW	NEW	NEW	NEW	5	5	5

Quarterly targets for 2018/2019 - Investment Promotion

Programme Performance Indicators		Means of Verification	Reporting Period	Annual Target 2018/2019	Quarterly targets			
					1 st (April to June)	2 nd (July to Sept)	3 rd (Oct to Dec)	4 th (Jan to March)
2.1a.	Rand value of new investment projects committed.	<ul style="list-style-type: none"> Commitment letter from the client specifying the rand value of the investment committed. 	Quarterly	R2.0bn	R500m	R500m	R500m	R500m
2.1b.	Number of potential jobs created from new projects	<ul style="list-style-type: none"> Commitment letter by the client indicating potential jobs created. 	Quarterly	2750	600	700	750	700
2.1c.	Number of projects added to the investment pipeline	<ul style="list-style-type: none"> Client Enquiry Form or Client Service Plan Completed template with details of projects that have been accepted into the pipeline, signed by either GM or EM for IP 	Quarterly	80	20	20	20	20
2.1d.	Number of investment attraction missions facilitated (inward and outward)	<ul style="list-style-type: none"> Inward: Itinerary and communications prior to, and post the mission Outward: Approved Submission, itinerary, close out report and communications post mission verifying interactions that took place whilst on the mission. 	Quarterly	30	7	8	8	7
2.1e.	Number of investment projects facilitated for black youth and women owned businesses	<ul style="list-style-type: none"> Client Enquiry Form or Client Service Plan Completed template with details of projects that have been accepted into the pipeline, signed by either GM or EM for IP 	Biannual	5	-	2	-	3

2.2 STRATEGIC OBJECTIVES AND TARGETS: BUSINESS RETENTION & EXPANSION

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
2.2 Retain and expand businesses in the KwaZulu-Natal province. <i>(Facilitation of post-investment opportunities)</i>	2.2a.	Company expansion projects facilitated	R3.7bn	20 (Companies counted)	R509.33m	R859m	R800m	R900m	R1bn	R1bn
	2.2b.	Jobs created/retained from the expansion/ retention projects facilitated	9200	1627	1531	2452	2000	2200	2500	2500
	2.2c.	Technical business support programmes implemented to improve business competitiveness and efficiency	36	NEW	NEW	NEW	NEW	12	12	12
	2.2d.	Distressed companies supported through business retention interventions	30	NEW	NEW	NEW	NEW	10	10	10

Programme Performance Indicators and annual targets for 2018/2019 - Business Retention

Strategic Objective	Programme Performance Indicators		Audited / Actual Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
2.2 Retain and expand businesses in the KwaZulu-Natal province. <i>(Facilitation of post-investment opportunities)</i>	2.2a.	Rand value of company expansion projects committed	20 (Companies counted)	R509.33m	R859m	R800m	R900m	R1bn	R1bn
	2.2b.	Number of jobs created/retained from company expansion/retention projects facilitated	1627	1531	2452	2000	2200	2500	2500
	2.2c.	Number of technical business support programmes implemented to improve business competitiveness and efficiency	NEW	NEW	NEW	NEW	12	12	12
	2.2d.	Number of distressed companies supported through business retention interventions	NEW	NEW	NEW	NEW	10	10	10

Quarterly targets for 2018/19: Business Retention

Programme Performance Indicators		Means of Verification	Reporting Period	Annual Target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (Jul – Aug)	3 rd (Sept-Dec)	4 th (Jan-March)
2.2a.	Rand value of company expansion projects committed	<ul style="list-style-type: none"> Commitment Letter from the client specifying the rand value of the company expansion investment. 	Quarterly	R900m	R225m	R225m	R225m	R225m
2.2b.	Number of jobs created/retained from company expansion/retention projects facilitated	<ul style="list-style-type: none"> Commitment Letter from the client indicating the number of new jobs created. 	Quarterly	2200	550	550	550	550
2.2c.	Number of technical business support programmes implemented to improve business competitiveness and efficiency	<ul style="list-style-type: none"> Signed attendance register Feedback forms (where applicable) Correspondence from the service providers and businesses 	Quarterly	12	3	3	3	3
2.2d.	Number of distressed companies supported through business retention interventions	<ul style="list-style-type: none"> Letter including other correspondence from the company that received support indicating interventions provided 	Quarterly	10	2	3	2	3

2.3 STRATEGIC OBJECTIVES AND TARGETS: DESTINATION MARKETING

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
2.3 To market and position the KwaZulu-Natal Province in key markets. (Marketing and positioning the KwaZulu-Natal Province in key markets)	2.3a.	International destination marketing activities implemented for Investment Promotion and Export Development	42	N/A	5	7	8	10	12	12
	2.3b.	Inward missions coordinated	85	N/A	N/A	16	15	20	25	25
	2.3c.	Qualified leads generated by Destination Marketing activities	72	N/A	N/A	20	12	15	20	25
	2.3d.	Annual Investment Conferences hosted with the participation of International Stakeholders	4	N/A	N/A	New	1	1	1	1

Programme Performance Indicators and annual targets for 2018/2019 - Destination Marketing

Strategic Objective	Programme Performance Indicators		Audited / Actual Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.3 To market and position the KwaZulu-Natal Province in key markets. <i>(Marketing and positioning the KwaZulu-Natal Province in key markets)</i>	2.3a.	Number of international destination marketing activities implemented (Investment Promotion and Exports)	N/A	5	7	8	10	12	12
	2.3b.	Number of inward missions coordinated	N/A	N/A	16	15	20	25	25
	2.3c.	Number of qualified leads generated by Destination Marketing activities	N/A	N/A	20	12	15	20	25
	2.3d.	Number of annual Investment Conferences hosted with the participation of International Stakeholders	N/A	N/A	New	1	1	1	1

Quarterly targets for 2018/2019 - Destination Marketing

Programme Performance Indicators		Means of Verification	Reporting Period	Annual Target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (Jul – Aug)	3 rd (Sept-Dec)	4 th (Jan-March)
2.3a.	Number of international destination marketing activities implemented (Investment Promotion and Exports)	<ul style="list-style-type: none"> Approved Submission, travel documents, emails related to the trip (pre and follow-up), report 	Quarterly	10	2	3	3	2
2.3b.	Number of inward missions coordinated	<ul style="list-style-type: none"> Itinerary and communications prior to, and post the mission 	Quarterly	20	5	5	5	5
2.3c.	Number of qualified leads generated by Destination Marketing activities	<ul style="list-style-type: none"> Lead handover form signed off by IP/EDPU rep 	Quarterly	15	2	5	3	5
2.3d.	Number of annual Investment Conferences hosted with the participation of International Stakeholders	<ul style="list-style-type: none"> International Conference hosted 	Annual	1	-	-	-	1

RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Programme 2: Investment Promotion and Facilitation

Programme (Rand Value)		Audited outcomes			Adjusted appropriation 2017/2018	Medium-term expenditure estimate		
		2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021
2.	Investment Promotion and Facilitation	R 17,752m	R 17,455m	R 19,130m	R 25,775m	R25,046m	R26,206	R24,855
2.1.	Promote and facilitate new fixed investments in the KZN Province (Facilitation of pre-investment opportunities)	R11,911m	R11,328m	R 12,825m	R13,828m	R11,945m	R13,057m	R14,163m
2.2.	Retain and expand KZN Businesses. (Facilitate post-investment opportunities).	R5,841m	R6,127m	R4,305m	R6,699m	R7,101m	R7,649m	R8,192m
2.3	To market and position the KwaZulu-Natal Province in key markets (Destination Marketing)	N/A	N/A	R2,000m	R2,200m	R2,500m	R2,500m	R2,500m
2.4	Youth in ICT & Manufacturing	N/A	N/A	N/A	R3,048m	R3,500m	R3,000m	N/A

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 Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
3.1 To develop and promote exports from the KZN Province	3.1a.	Export and intra-trade business opportunities secured for KZN export companies	302	68	121	67	70	72	80	80
	3.1b.	KZN Exporters that have showcased products at trade events	370	N/A	178	113	80	90	100	100
	3.1c.	KZN companies assisted with provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)	550	110	115	119	120	130	150	150
	3.1d.	Export companies participating in the TIKZN coordinated export training programmes.	300	NEW	NEW	NEW	NEW	100	100	100
	3.1e.	Black youth and women owned businesses that participate in trade events	30	NEW	NEW	NEW	NEW	10	10	10

Programme performance indicators and annual targets for 2018/2019 – Export Development and Promotion

Strategic Objective	Programme Performance indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
3.1 To develop and promote exports from the KZN Province	3.1a.	Number of export and intra-trade business opportunities secured for KZN export companies	68	121	67	70	72	80	80
	3.1b.	Number of KZN Exporters that have showcased products at trade events.	N/A	178	113	80	90	100	100
	3.1c.	Number of KZN companies assisted with provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)	110	115	119	120	130	150	150
	3.1d.	Number of KZN export companies that have participated in the TIKZN coordinated export training programmes.	NEW	NEW	NEW	NEW	100	100	100
	3.1e.	Number of Black youth and women owned businesses that participate in trade events	NEW	NEW	NEW	NEW	10	10	10

3.1 Quarterly targets for 2018/2019 – Export Development & Promotion

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
3.1a.	Number of export and intra-trade business opportunities secured for KZN export companies	Signed feedback forms Confirmation letter / correspondence	Quarterly	72	18	18	18	18
3.1b.	Number of KZN Exporters that have showcased products at trade events.	Approved submission Signed feedback forms Close-out reports	Quarterly	90	22	23	22	23
3.1c.	Number of KZN companies assisted with provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)	Confirmation letter of incentive approval	Quarterly	130	32	33	33	32
3.1d.	Number of KZN export companies that have participated in the TIKZN coordinated export training programmes.	Signed attendance register Signed submission by EM Feedback forms (where applicable)	Quarterly	100	25	25	25	25
3.1e.	Number of Black youth and women owned businesses that participate in trade events	Approved submission Signed feedback forms Close-out reports	Quarterly	10	2	3	3	2

6.3. RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Programme 3: Export Development and Promotion

Programme (Rand Value)		Audited outcomes			Adjusted appropriation 2017/2018	Medium-term expenditure estimate		
		2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021
1.	Export Development and Promotion	R 6,810m	R7,826m	R8,999m	R11,592m	R8,896m	R9,573m	R10,246
3.1.	To develop and promote exports from the KZN Province. (Export Promotion)	R 6,810m	R7,826m	R8,999m	R11,592m	R8,896m	R9,573m	R10,246

Programme 4: Strategy & Operations, Knowledge Management , One Stop Shop & Advocacy and the Gauteng Office

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: Strategy & Operations (Office of the CEO)

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
4.1 To ensure a conducive business environment in the KZN Province and ensure organisational strategic compliance	4.1a.	Annual strategic plan and annual performance plan developed	4	New	New	1	2018/19 Strategic Plan and APP produced	2019/20 Strategic Plan and APP produced	2020/21 Strategic Plan and APP produced	2021/22 Strategic Plan and APP produced
	4.1b.	Quarterly performance monitoring reports produced	16	New	New	New	4	4	4	4
	4.1c.	Quarterly performance verification reports produced	16	New	New	New	4	4	4	4
	4.1d.	Approved and Audited Annual Report	1	New	New	New	2016/17 Annual Report	2017/18 Annual Report	2018/19 Annual Report	2019/20 Annual Report

Programme performance indicators and annual targets for 2018/2019 – Strategy & Operations (Office of the CEO)

Strategic Objective	Programme Performance indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.1 To ensure a conducive business environment in the KZN Province and ensure organisational strategic compliance	4.1a.	Number of Strategic Plans and Annual Performance Plans approved	New	New	1	2018/19 Strategic Plan and APP produced	2019/20 Strategic Plan and APP produced	2020/21 Strategic Plan and APP produced	2021/22 Strategic Plan and APP produced
	4.1b.	Number of quarterly Monitoring Reports generated	New	New	New	4	4	4	4
	4.1c.	Number of quarterly Evaluation Reports produced	New	New	New	4	4	4	4
	4.1d.	Number of approved, audited Annual Reports produced	New	New	New	2016/17 Annual Report	2017/18 Annual Report	2018/19 Annual Report	2019/20 Annual Report

Quarterly targets for 2018/2019 – Strategy & Operations (Office of the CEO)

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
4.1a.	Number of Strategic Plans and Annual Performance Plans approved	Strategic Plan and APP documents	Quarterly	2019/20 APP	-	Draft 1	Draft 2 & Draft 3	Final
4.1b.	Number of quarterly Monitoring Reports generated	Quarterly report and proof of submission within deadline	Quarterly	4	1	1	1	1
4.1c.	Number of quarterly Evaluation Reports produced	Performance evaluation report for each quarter	Quarterly	4	1	1	1	1
4.1d.	Number of approved, audited Annual Reports produced	Annual report	Annually	2017/18 Annual Report	-	1	-	-

4.2 Strategic Objectives and Targets: One Stop Shop Investment Centre & Advocacy

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
4.2 Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors	4.2a.	Development programmes in partnership with SALGA / COGTA	36	N/A	6	8	9	9	9	9
	4.2b.	Projects / companies assisted with regulatory compliance (One Stop Shop, etc.)	52	8	7	8	10	12	15	15
	4.2c.	Policy guidelines sessions hosted	24	N/A	6	6	6	6	6	6

Programme performance indicators and annual targets for 2018/2019 – One Stop Shop Investment Centre & Advocacy

Strategic Objective	Programme Performance Indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.2 Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors	4.2a.	Number of development programmes in partnership	N/A	6	8	9	9	9	9
	4.2b.	Number of projects / companies assisted with regulatory compliance	8	7	8	10	12	15	15
	4.2c.	Number of policy guidelines sessions hosted	N/A	6	6	6	6	6	6

Quarterly targets for 2018/2019 – One Stop Shop Investment Centre & Advocacy

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
4.2a.	Number of development programmes in partnership with SALGA / COGTA	Attendance register Correspondence with officials	Quarterly	9	1	2	3	3
4.2b.	Number of projects / companies assisted with regulatory compliance	Minutes of meetings with project promoters; or Correspondence in respect of issues addressed with relevant authorities	Quarterly	13	3	3	3	3
4.2c.	Number of policy guidelines sessions hosted	Invitation and attendance register	Quarterly	6	-	3	-	3

4.3 Strategic Objectives and Targets: Research and Information (Knowledge Management)

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
4.3 To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders.	4.3a.	Sector reports and fact sheets to key stakeholders within the economic development environment	52	N/A	9	32	16	12	12	12
	4.3b.	Export-related research reports developed and disseminated.	52	9	12	23	16	12	12	12
	4.3c.	Concept documents developed that look at new investment trends, opportunities and catalytic projects	48	9	11	11	12	12	12	12
	4.3d.	Dialogue forums hosted to present research on sectoral and topical issues in collaboration with strategic partners	26	N/A	New	4	8	6	6	6
	4.3e.	Macro-economic reports developed, disseminated and sessions hosted, including Trade & Investment trend analyses, statistics and sector overviews to strategic Government Departments (e.g. OTP and EDTEA)	58	18	27	16	22	12	12	12

Programme performance indicators and annual targets for 2018/2019 – Research and Information (Knowledge Management)

Strategic Objective	Programme Performance indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.3 To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders.	4.3a.	Number of sector reports and fact sheets to key stakeholders within the economic development environment	N/A	9	32	16	12	12	12
	4.3b.	Number of export-related research reports developed and disseminated.	9	12	23	16	12	12	12
	4.3c.	Number concept documents developed that look at new investment trends, opportunities and catalytic projects.	9	11	11	12	12	12	12
	4.3d.	Number of dialogue forums hosted to present research on sectoral and topical issues in collaboration with strategic partners	N/A	New	4	8	6	6	6
	4.3e.	Number of macro-economic reports developed, disseminated and sessions hosted including Trade & Investment trend analyses, statistics and sector overviews to strategic Government Departments (e.g. OTP and EDTEA)	18	27	16	22	12	12	12

Quarterly targets for 2018/2019 – Research and Information (Knowledge Management)

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/2019	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
4.3a.	Number of sector reports and fact sheets to key stakeholders within the economic development environment	Copy of each document completed; and Proof of circulation of the sector analysis, fact sheet, OR Proof of publication on the TIKZN website. 8 fact sheets and 4 sector analyses for the	Quarterly	12	3	3	3	3
4.3b.	Number of export-related research reports developed and disseminated.	Copy each export opportunity and / or market opportunity researched and packaged; and Proof of circulation OR Proof of publication on the TIKZN website and Export Portal	Quarterly	12	3	3	3	3
4.3c.	Number concept documents developed that look at new investment trends, opportunities and catalytic projects.	Copy of project concept includes product analysis, market analysis, industry analysis and clearly outlined opportunities signed off by IP and/or Project Promoter. Documented proof of 3 projects added to the Provincial Catalytic Project pipeline. 9 conceptualized opportunities.	Annual	12	-	-	-	12
4.3d.	Number of dialogue forums hosted to present research on sectoral and topical issues in collaboration with strategic partners	Hardcopy of presentation and /or register of attendees	Quarterly	6	2	-	2	2
4.3e.	Number of macro-economic reports developed, disseminated and sessions hosted including Trade & Investment trend analyses, statistics and sector overviews to strategic Government Departments (e.g. OTP and EDTEA)	Documented proof of each deliverable completed. Hard copy of research studies presented to dialogue forum and o a register of attendees. 8 sector overviews and 4 trend analysis and stats for the year.	Quarterly	12	3	3	3	3

4.4 Strategic Objectives and Targets: Gauteng Office

Strategic Objective	Strategic Objective Indicator		5 Year Strategic Objective Target	Audited/Actual performance			Estimated Performance 2017/2018	Medium-term targets		
				2014/2015	2015/2016	2016/2017		2018/19	2019/20	2020/21
4.4 To facilitate trade and investment opportunities in the KZN Province through the Gauteng Office	4.4a.	Qualified trade and investment leads generated and handed over from Gauteng	205	32	38	45	45	50	55	55
	4.4b.	International organisation/foreign investor sessions hosted	97	10	13	11	12	25	30	30
	4.4c.	Inward investment and buying missions recruited for KZN	50	24	19	12	8	12	15	15
	4.4d.	Business development initiatives undertaken in strategic foreign markets	38	4	5	7	8	10	10	10
	4.4e.	Sector-specific business linkage sessions hosted for KZN companies	52	7	11	16	10	12	15	15

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

Strategic Objective	Programme Performance Indicator		Audited Performance			Estimated Performance 2017/2018	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.4 To facilitate trade and investment opportunities in the KZN Province through the Gauteng Office	4.4a.	Number of qualified trade and investment leads generated and handed over from Gauteng	32	38	45	45	50	55	55
	4.4b.	Number of international organisation/foreign investor sessions hosted	10	13	11	12	25	30	30
	4.4c.	Number of inward investment and buying missions recruited for KZN	24	19	12	8	12	15	15
	4.4d.	Number of business development initiatives undertaken in strategic foreign markets	4	5	7	8	10	10	10
	4.4e.	Number of sector-specific business linkage sessions hosted for KZN companies	7	11	16	10	12	15	15

Quarterly targets for 2017/18 – Gauteng Office

Programme Performance Indicator		Means of Verification	Reporting Period	Annual target 2018/19	Quarterly targets			
					1 st (April-June)	2 nd (July-Sep)	3 rd (Oct-Dec)	4 th (Jan-March)
4.4a.	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	50	12	13	13	12
4.4b.	Number of international organisation/foreign investor sessions hosted	Event submission Event programme Participant database	Quarterly	25	6	7	6	6
4.4c.	Number of inward investment and buying missions recruited for KZN	Inward mission brief document KZN programme	Quarterly	12	3	3	3	3
4.4d.	Number of business development initiatives undertaken in strategic foreign markets	Submission Report	Annual	10	-	-	-	10
4.4e.	Number of sector-specific business linkage sessions hosted for KZN companies	Submission Programme Database of participants	Quarterly	12	3	3	3	3

RECONCILING PERFORMANCE TARGETS WITH BUDGET AND MTEF

Programme 4: Strategy, Operations & Advocacy and Knowledge Management

Programme (Rand Value)		Audited outcomes			Adjusted appropriation 2017/2018	Medium-term expenditure estimate		
		2014/2015	2015/2016	2016/2017		2018/2019	2019/2020	2020/2021
3. Strategy, Operations & Advocacy and Knowledge Management		R9,469m	R10,837m	R14,388m	R14,000m	R11,925m	R12,849m	R13,766
4.1.	Ensure a conducive business environment in the KZN Province and organisational strategic compliance	R1,859m	R2,167m	R6,089m	R2,417m	R2,553m	R2,765m	R2,945m
4.2.	Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors	-	-	-	*	*	*	*
4.3	Enhance TIKZN research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders.	R5,315m	R6,070m	R5,553m	R5,932m	R6,309m	R6,833m	R7,278m
4.4	Facilitate trade and investment opportunities into the KZN Province (Gauteng Office)	R2,295	R2,600m	R2,746m	R2,901m	R3,063m	R3,251m	R3,543m
4.5	Industrial Symbiosis	N/A	N/A	N/A	R2,750m	N/A	N/A	N/A

*Budget per item 1.9 on page 43

ANNEXURE E – TECHNICAL PERFORMANCE INDICATORS DESCRIPTIONS

Programme 1.1	Improve market visibility and increase brand awareness of TIKZN's services locally and internationally
Programme Performance Indicator: 1.1 a)	Number of public relations programmes implemented to enhance the TIKZN brand
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	Improve brand awareness of TIKZN
Source / Collection of data	Tearsheets / sound bites / attendance registers / video clips
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	25 programmes
Indicator responsibility	GM Marketing
Primary Measure	Number of public relations programmes implemented to enhance the TIKZN brand
Strategic initiatives to support implementation	Advertising in strategic publications & media to improve awareness of TIKZN Hosting of events to create platform for the organisation to network and showcase its services. Stakeholder engagement and management to strengthen strategic relations for the organisation

Programme 1.1	Improve market visibility and increase brand awareness of TIKZN's services locally and internationally
Programme Performance Indicator: 1.1b)	Number of advertising campaigns implemented to promote TIKZN services
Short Definition	Number of adverts placed in the media
Purpose / Importance	Improve brand awareness of TIKZN
Source / Collection of data	Tearsheets / publications
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	10 campaigns
Indicator responsibility	GM Marketing
Primary Measure	Number of public relations programmes implemented to enhance the TIKZN brand
Strategic initiatives to support implementation	Put together an Advertising implementation plan and negotiate barter deal agreements to spread the reach wider Creating promotional campaigns to create platform for the organisation to network and showcase its services. Use Social media platforms to support promotional and advertising campaigns and postings Use of the TIKZN website to promote events

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Programme 1.1	Improve market visibility and increase brand awareness of TIKZN's services locally and internationally
Programme Performance Indicator: 1.1 c)	Number of activities from the stakeholder engagement plan implemented.
Short Definition	Implementation and management of stakeholder engagement activities not limited to marketing and communications initiatives.
Purpose / Importance	Highly important due to the nature of the market where people to people engagement is key.
Source / Collection of data	Attendance register / Media mentions / Pictures / Invitation / Programme
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	YES
Desired performance	TBD
Indicator responsibility	GM Marketing
Primary Measure	Number of public relations programmes implemented to enhance the TIKZN brand
Strategic initiatives to support implementation	Event Management Stakeholder Meetings

Programme 1.1	Improve market visibility and increase brand awareness of TIKZN's services locally and internationally
Programme Performance Indicator: 1.1 d)	Number of brand awareness and perception surveys conducted.
Short Definition	Awareness levels and perceptions about the organisation and its services
Purpose / Importance	Improve brand awareness of TIKZN
Source / Collection of data	Online survey data / survey report
Method of calculation	Number
Data limitations	No
Type of indicator	Non- Cumulative
Calculation type	Quantitative
Reporting cycle	Biennial
New Indicator	No
Desired performance	One survey every two years
Indicator responsibility	GM Marketing
Primary Measure	Number of public relations programmes implemented to enhance the TIKZN brand
Strategic initiatives to support implementation	None

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Programme 1.2	Comply with national and provincial treasury regulatory reporting standards
Programme Performance Indicator: 1.2 a)	Clean Audit achieved
Short Definition	The outcome of the annual external audit
Purpose / Importance	To ensure sound financial practices are upheld within the organisation
Source / Collection of data	Annual audit report from the office of the Auditor General
Method of calculation	Number
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No
Desired performance	Clean audit
Indicator responsibility	Chief Financial Officer
Primary Measure	To achieve clean audit
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Facilitate formal meetings with units in order to assist in budgeting and adherence to Treasury deadlines for the submission of additional funding requests. 2. Methodology to account for TAF and other funding assistance programmes offered to KZN companies 3. Consider including indicators that measure facilities management

Programme 1.2	Comply with national and provincial treasury regulatory reporting standards
Programme Performance Indicator: 1.2b)	Percentage procurement spend on BEE companies with 51% or more ownership by Black/African people
Short Definition	For every Rand spent how much is on BBBEE compliant companies with 51% or more black/African ownership
Purpose / Importance	To ensure sound BBBEE and legal compliance within the organisation
Source / Collection of data	BBBEE report as extracted from orders book generated on the SAP system
Method of calculation	Percentage
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	50%
Indicator responsibility	Chief Financial Officer
Primary Measure	To achieve clean audit
Strategic initiatives to support implementation	

Programme 1.2	Comply with national and provincial treasury regulatory reporting standards
Programme Performance Indicator: 1.2 c)	Percentage of internal audit findings resolved prior to AG audit
Short Definition	Percentage of internal audit findings resolved out of all the internal audit findings
Purpose / Importance	To ensure sound financial practices are upheld within the organisation
Source / Collection of data	Summary of reports from internal audits condensed. Reports must clearly indicate that the finding has been resolved or is no longer a risk.
Method of calculation	Percentage
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No
Desired performance	95%
Indicator responsibility	Chief Financial Officer
Primary Measure	To achieve clean audit
Strategic initiatives to support implementation	

Programme 1.2	Comply with national and provincial treasury regulatory reporting standards
Programme Performance Indicator: 1.2 d)	Percentage of risks identified and properly mitigated or resolved. (As identified through risk management process and documented in the risk register)
Short Definition	The total number of risks identified and resolved or adequately mitigated as a total of all risks documented in the risk register.
Purpose / Importance	To ensure sound financial practices are upheld within the organisation
Source / Collection of data	The update of the action items resolved or addressed as per the risk register
Method of calculation	Percentage
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No
Desired performance	95%
Indicator responsibility	Chief Financial Officer
Primary Measure	To achieve clean audit
Strategic initiatives to support implementation	

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Programme 1.2	To comply with national and provincial treasury regulatory reporting standards.
Programme Performance Indicator: 1.2 e)	Improve TIKZN's BBBEE rating level to the highest level
Short Definition	Improve TIKZN's BBBEE rating
Purpose / Importance	To ensure sound BBBEE and legal compliance within the organisation
Source / Collection of data	BBBEE rating certificate
Method of calculation	Number
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No
Desired performance	2018/2019 = Level 1
Indicator responsibility	Chief Financial Officer
Primary Measure	Clean Audit
Strategic initiatives to support implementation	

Programme 1.2	To comply with national and provincial treasury regulatory reporting standards.
Programme Performance Indicator: 1.2 f)	Number of expenditure reports submitted to EDTEA by prescribed deadline
Short Definition	Expenditure reports submitted to EDTEA to monitor organisation's financial performance
Purpose / Importance	Compliance to legislated deadlines
Source / Collection of data	Expenditure reports
Method of calculation	Number
Data limitations	None
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	12
Indicator responsibility	Chief Financial Officer
Primary Measure	Clean Audit
Strategic initiatives to support implementation	

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Programme 1.2	To comply with national and provincial treasury regulatory reporting standards.
Programme Performance Indicator: 1.2g)	Percentage of invoices from SMMEs, QSEs and AMEs paid within 30 days
Short Definition	SMMEs, QSEs and AMEs with revenue of less than R2m p.a. to be paid within 30 days.
Purpose / Importance	To ensure SMMEs, QMEs and AMEs have funds available to grow their businesses.
Source / Collection of data	Invoice and proof of payment
Method of calculation	Percentage of count
Data limitations	None
Type of indicator	Non-cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	95%
Indicator responsibility	Chief Financial Officer
Primary Measure	Clean Audit
Strategic initiatives to support implementation	

Programme 1.2	To comply with national and provincial treasury regulatory reporting standards.
Programme Performance Indicator: 1.2 h)	Percentage of actual budget VS expenditure to be not less than or more than 5%
Short Definition	Amount of expenditure under or over actual budget.
Purpose / Importance	To ensure funds are utilised for the intended purposes and to ensure service delivery
Source / Collection of data	Annual Financial Statements per Annual Report
Method of calculation	Percentage over or under spent
Data limitations	None
Type of indicator	Non-cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	Yes
Desired performance	+/. 5%
Indicator responsibility	Chief Financial Officer
Primary Measure	Clean Audit
Strategic initiatives to support implementation	

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Programme 1.3	Improving human capital capability to create an effective and efficient organisation.
Programme Performance Indicator: 1.3 a)	Percentage of TIKZN's Workplace Skills Plan implemented
Short Definition	Percentage of training implemented
Purpose / Importance	Capacity building for staff in line with MTSF 12
Source / Collection of data	Attendance registers, certificates of attendance, training/evaluation reports
Method of calculation	Number
Data limitations	None
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	YES
Desired performance	90%
Indicator responsibility	Executive Manager: Corporate Services
Primary Measure	
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Programme for mentorship of staff and interns 2. Develop a skills development programme/plan 3. Training programmes implemented to enhance critical competencies.

Programme 1.3	Improving human capital capability to create an effective and efficient organisation.
Programme Performance Indicator: 1.3 b)	Number of learnership and internship programmes facilitated
Short Definition	Learnership and Internship contracts entered into to ensure future employability of incumbents
Purpose / Importance	Capacity building for young students/graduates by providing relevant work experience to students and young graduates to ensure they are employable.
Source / Collection of data	MoU / Internship Contracts
Method of calculation	Number
Data limitations	None
Type of indicator	Non-cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	YES
Desired performance	10
Indicator responsibility	Executive Manager: Corporate Services
Primary Measure	Percentage of TIKZN's Workplace Skills Plan implemented
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Facilitate the signing of the MOU 2. Facilitate the signing of contracts with Interns

Programme 1.3	Improving human capital capability to create an effective and efficient organisation.
Programme Performance Indicator: 1.3 c)	Number of sessions hosted by change management facilitators
Short Definition	Number of change management sessions facilitated
Purpose / Importance	To develop and nurture an attitude of continuous improvement in TIKZN staff
Source / Collection of data	List of facilitators / programme manuals or attendance register or report by facilitator / annual climate survey
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	14 sessions
Indicator responsibility	Executive Manager: Corporate Services
Primary Measure	Percentage of TIKZN's Workplace Skills Plan implemented
Strategic initiatives to support implementation	

Programme 1.3	Improving human capital capability to create an effective and efficient organisation.
Programme Performance Indicator: 1.3 d)	Number of employee wellness programmes implemented
Short Definition	Number of employee wellness programmes implemented
Purpose / Importance	To ensure a healthy staff compliment able to deliver on targets
Source / Collection of data	Wellness report / Attendance register / programme outline
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	12
Indicator responsibility	Executive Manager: Corporate Services
Primary Measure	Percentage of TIKZN's Workplace Skills Plan implemented
Strategic initiatives to support implementation	

Programme 1.3	Improving human capital capability to create an effective and efficient organisation.
Programme Performance Indicator: 1.3 e)	Percentage of performance reviews and appraisals completed annually
Short Definition	Number of performance reviews and appraisals conducted
Purpose / Importance	Monitoring and evaluation of organisation and individual staff performance to ensure service delivery
Source / Collection of data	Performance discussion reports
Method of calculation	Number
Data limitations	None
Type of indicator	Non-cumulative
Calculation type	Quantitative
Reporting cycle	Biannual
New Indicator	YES
Desired performance	100%
Indicator responsibility	Executive Manager: Corporate Services
Primary Measure	Percentage of TIKZN's Workplace Skills Plan implemented
Strategic initiatives to support implementation	

Programme 1.4	Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology
Programme Performance Indicator: 1.4 a)	Number of successfully implemented ICT business improvement initiatives
Short Definition	Implementation of ICT business improvement initiatives to support and enhance TIKZN's information technology environment
Purpose / Importance	To ensure uninterrupted service by the organisation and staff
Source / Collection of data	Documented proof of each deliverable completed
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	4 Projects completed
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of successfully implemented ICT business improvement initiatives
Strategic initiatives to support implementation	<ul style="list-style-type: none"> • Digitalisation of TIKZN systems • Identification of solutions to improve Cyber Security and Early warning detection systems (Information Security Plan)

Programme 1.4	Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology
Programme Performance Indicator: 1.4 b)	Number of projects implemented to enhance the organisation's digital presence
Short Definition	Implementation of specified digital projects as required by the organisation
Purpose / Importance	To ensure uninterrupted service by the organisation and staff
Source / Collection of data	Documented proof of completion and "go live" of each project
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	4 Projects completed
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of successfully implemented ICT business improvement initiatives
Strategic initiatives to support implementation	<ul style="list-style-type: none"> • Develop IT architecture framework for KM repository in KZN • Develop multi-faceted communications platform (to be utilised for communication with stakeholders on multiple platform, be it formal or social) • Upgrade TIKZN's portal

Programme 1.4	Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology
Programme Performance Indicator: 1.4 c)	Enhanced ICT Operational Efficiencies: <ul style="list-style-type: none"> Percentage of IT systems uptime and availability. Percentage of IT help-desk turnaround time
Short Definition	The number of hours the systems (all servers) are unavailable. Calls logged by staff and time taken to resolve calls
Purpose / Importance	To ensure uninterrupted service by the organisation and staff
Source / Collection of data	Report from the systems monitoring software. Report from IT Helpdesk system.
Method of calculation	Percentage
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	98%
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of successfully implemented ICT business improvement initiatives
Strategic initiatives to support implementation	<ol style="list-style-type: none"> Graphical report outlining systems up times and/or failures, per quarter. Graphical report showing Helpdesk queries resolved

Programme 1.4	Improve organisational effectiveness and efficiency through the utilisation of Information, Communication and Technology
Programme Performance Indicator: 1.4 d)	Monitoring and analysis of ICT digital initiatives that have been implemented.
Short Definition	Report on usage of implemented digital initiatives
Purpose / Importance	Graphical reports on TIKZN's website, export portal, intranet, blogs, tracking of the IP project tracking tool, OSS CRM and EDPU CRM.
Source / Collection of data	Reports generated from each digital initiative
Method of calculation	Percentage
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	98%
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of successfully implemented ICT business improvement initiatives
Strategic initiatives to support implementation	<ol style="list-style-type: none"> Monitoring and analysis of reports on usage of implemented digital initiatives

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Programme 2.1	To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)
Programme Performance Indicator: 2.1 a)	Rand value of new investment projects committed
Short Definition	Rand value of investments committed
Purpose / Importance	Monitor capital investment by investors in KZN
Source / Collection of data	Commitment letter from the client specifying the Rand value of the investment committed
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	R2.0bn new investments committed
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of new investment projects committed
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Review the KZN Investment Strategy 2. Cement relationship with finance houses, fund managers and equity firms. 3. With KM identify investment projects targeting transformation economic change

Programme 2.1	To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)
Programme Performance Indicator: 2.1 b)	Number of potential jobs created from new projects
Short Definition	Number of potential new jobs per new investment
Purpose / Importance	Monitor jobs emanating from new investments in KZN
Source / Collection of data	Commitment letter from the client indicating the potential jobs created
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	2750 potential jobs
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of new investment projects committed
Strategic initiatives to support implementation	

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Programme 2.1	To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)
Programme Performance Indicator: 2.1 c)	Number of projects added to the investment pipeline
Short Definition	New projects included in the pipeline for the first time in a financial year
Purpose / Importance	Track development of imminent projects in the province.
Source / Collection of data	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
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	80 new projects added to the investment pipeline
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of new investment projects committed
Strategic initiatives to support implementation	

Programme 2.1	To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)
Programme Performance Indicator: 2.1 d)	Number of investment attraction missions facilitated (inward and outward)
Short Definition	Number of confirmed project specific, inbound or outbound missions with foreign investors / stakeholders
Purpose / Importance	International marketing plan for the Province which will allow for promotion and positioning of KZN as an investment destination.
Source / Collection of data	Itinerary / communications prior to inward mission. Approved travel submission / itinerary / close out report and post mission communications for outward missions
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	30 investment attraction missions
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of new investment projects committed
Strategic initiatives to support implementation	

Programme 2.1	To promote and facilitate new fixed investment in the KZN province. (Facilitation of pre-investment opportunities)
Programme Performance Indicator: 2.1 e)	Number of investment projects facilitated for black youth and women owned businesses
Short Definition	Investment projects facilitated specifically for targeted groups such as black youth and women owned businesses.
Purpose / Importance	To address issues of radical economic transformation
Source / Collection of data	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
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	YES
Desired performance	5
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of new investment projects committed
Strategic initiatives to support implementation	

Programme 2.2	To promote and facilitate new fixed investment in the KZN province, (Facilitation of post-investment opportunities)
Programme Performance Indicator: 2.2 a)	Rand value of company expansion projects committed
Short Definition	The Rand value of company expansion projects
Purpose / Importance	Monitor capital investment for expansions in KZN
Source / Collection of data	Commitment letter specifying the Rand value of the company expansion project
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	R900m value of company expansion projects
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of company expansion projects committed
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. CEO and Senior management engagements with leading firms in each sector (e.g. Key Account Management, 8-a-side) 2. Development of the KZN BRE strategy with EDTEA (Competitiveness) 3. Strategic engagement with SALGA for the purposes of having an institutionalised BRE policy for all KZN municipalities

Programme 2.2	To promote and facilitate new fixed investment in the KZN province, (Facilitation of post-investment opportunities)
Programme Performance Indicator: 2.2 b)	Number of jobs created/retained from company expansion/retention projects facilitated
Short Definition	Actual job creation arising from a company expansion project
Purpose / Importance	Monitor jobs emanating from company expansions.
Source / Collection of data	Commitment letter specifying the number of jobs created by the company expansion project
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	2200 jobs created
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of company expansion projects committed
Strategic initiatives to support implementation	

Programme 2.2	To promote and facilitate new fixed investment in the KZN province, (Facilitation of post-investment opportunities)
Programme Performance Indicator: 2.2 c)	Number of technical business support programmes implemented to improve business competitiveness and efficiency
Short Definition	This includes turn around strategies to support business to improve efficiency and competitiveness, e.g. PUM, PSA etc
Purpose / Importance	To ensure retention and expansion of businesses
Source / Collection of data	Signed attendance register Feedback forms (where applicable) Correspondence from the service providers and businesses
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	YES
Desired performance	12
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of company expansion projects committed
Strategic initiatives to support implementation	

Programme 2.2	To promote and facilitate new fixed investment in the KZN province, (Facilitation of post-investment opportunities)
Programme Performance Indicator: 2.2 d)	Number of distressed companies supported through business retention interventions
Short Definition	Structured interventions and support provided to distressed companies within key sectors.
Purpose / Importance	To ensure retention and expansion of businesses
Source / Collection of data	Letter including other correspondence from the company that received support indicating interventions provided
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	YES
Desired performance	10 programmes
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Rand value of company expansion projects committed
Strategic initiatives to support implementation	

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Programme 2.3	To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)
Programme Performance Indicator: 2.3 a)	Number of international destination marketing activities implemented (Investment Promotion and Exports)
Short Definition	Countries visited
Purpose / Importance	International marketing plan for the Province which will allow for promotion and positioning of KZN as an investment destination.
Source / Collection of data	Approved submission // travel documents / emails related to the trip (Pre-trip and follow-up) / close out report
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	10 activities implemented
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Number of international destination marketing activities implemented (Investment Promotion and Exports)
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Develop an approach to key sub-sectors with a focussed outreach marketing programme (aluminium industry, ASP) 2. Air route development process to be enhanced.

Programme 2.3	To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)
Programme Performance Indicator: 2.3 b)	Number of inward missions coordinated
Short Definition	Delegations hosted and assisted
Purpose / Importance	International marketing plan for the Province which will allow for promotion and positioning of KZN as an investment destination.
Source / Collection of data	Itinerary and communications prior to, and post the mission
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	20 missions hosted and/or assisted
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Number of international destination marketing activities implemented (Investment Promotion and Exports)
Strategic initiatives to support implementation	

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Programme 2.3	To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)
Programme Performance Indicator: 2.3 c)	Number of qualified leads generated by Destination Marketing activities
Short Definition	Leads of prospective clients for IP and EDPU generated by Destination Marketing activities
Purpose / Importance	Track development of imminent projects in the province.
Source / Collection of data	Lead handover form signed off by IP / EDPU rep
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	15 leads generated
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Number of international destination marketing activities implemented (Investment Promotion and Exports)
Strategic initiatives to support implementation	

Programme 2.3	To promote and facilitate new fixed investment in the KZN province. (Marketing and positioning the KwaZulu-Natal Province in key markets)
Programme Performance Indicator: 2.3 d)	Number of annual Investment Conferences hosted with the participation of International Stakeholders
Short Definition	Investment Conference hosted in collaboration with International Stakeholders
Purpose / Importance	International marketing plan for the Province which will allow for promotion and positioning of KZN as an investment destination.
Source / Collection of data	International Conference hosted
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Annual
New Indicator	No
Desired performance	1 conference hosted
Indicator responsibility	Executive Manager: Investment Promotion
Primary Measure	Number of international destination marketing activities implemented (Investment Promotion and Exports)
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 a)	Number of export and intra-trade business opportunities secured for KZN export companies
Short Definition	Export opportunities accessed by KZN export companies internationally or nationally through the intervention and assistance of TIKZN
Purpose / Importance	Creation of new markets for KZN exporters
Source / Collection of data	Feedback forms / Correspondence from clients indicating orders confirmed, samples sent, off-take agreements signed, distributor agreements
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	72 companies assisted
Indicator responsibility	Executive Manager: Export Development & Promotion
Primary Measure	Export and intra-trade opportunities secured for KZN export companies
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. African platform for exports 2. To participate in the Export Village concept with the aim of creating export opportunities for KZN Exporters.

Programme 3.1	To develop and promote exports from the KZN province
Programme Performance Indicator: 3.1 b)	Number of KZN exporters that have showcased products at trade events.
Short Definition	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)
Purpose / Importance	Creation of new markets for KZN exporters
Source / Collection of data	Approved submission for trade events / Feedback forms / closeout reports
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	90 companies assisted
Indicator responsibility	Executive Manager: Export Development & Promotion
Primary Measure	Export and intra-trade opportunities secured for KZN export companies
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Coordination of TIKZN lead trade events to selected markets.

Programme 3.1	To develop and promote exports from the KZN province
Programme Performance Indicator: 3.1 c)	Number of KZN companies assisted with Provincial and national export incentives (SSAS, EMIA, BEEFA, TAF, etc)
Short Definition	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
Purpose / Importance	Creation of new markets for KZN exporters
Source / Collection of data	Proof of incentive approval
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	130 companies assisted
Indicator responsibility	Executive Manager: Export Development & Promotion
Primary Measure	Export and intra-trade opportunities secured for KZN export companies
Strategic initiatives to support implementation	

Programme 3.1	To develop and promote exports from the KZN province
Programme Performance Indicator: 3.1 d)	Number of KZN export companies that have participated in the TIKZN coordinated export training programmes
Short Definition	KZN export companies 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
Purpose / Importance	To ensure the export readiness of KZN companies
Source / Collection of data	Signed attendance registers / feedback forms / submission signed by EM or Terms of Reference for the training intervention
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	YES
Desired performance	100 companies trained
Indicator responsibility	Executive Manager: Export Development & Promotion
Primary Measure	Export and intra-trade opportunities secured for KZN export companies
Strategic initiatives to support implementation	1. Graduation programme for emerging and existing Exporters.

Programme 3.1	To develop and promote exports from the KZN province
Programme Performance Indicator: 3.1 e)	Number of black youth and women owned businesses that participated in trade events.
Short Definition	Support to identified black youth and women owned emerging exporters with the sole purpose of exposing them to trade opportunities and to enhance their ability to export.
Purpose / Importance	Enhance radical socio-economic transformation through trade support.
Source / Collection of data	Approved submission / signed feedback forms / close-out reports
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	YES
Desired performance	10
Indicator responsibility	Executive Manager: Export Development & Promotion
Primary Measure	Export and intra-trade opportunities secured for KZN export companies
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Identification of suitable emerging Exporters 2. Participation in an Export Training Graduation programme 3. Support in market and/or product development initiatives

Programme 4.1	To ensure a conducive business environment in the KZN Province and ensure organisational strategic performance compliance
Programme Performance Indicator: 4.1 a)	Number of strategic plans and annual performance plans approved
Short Definition	Annual strategic plan review and Annual Performance Plan
Purpose / Importance	In compliance with legislation
Source / Collection of data	Revised strategic plan and annual performance plan documents
Method of calculation	Number
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	Revised strategic plan and annual performance plan
Indicator responsibility	Executive Manager: Strategy & Operations
Primary Measure	Approved Strategic Plan and Annual Performance Plan
Strategic initiatives to support implementation	<ol style="list-style-type: none"> 1. Establish standard operating procedures for performance management 2. Implement the framework on performance management monitoring and evaluation.

Programme 4.1	To ensure a conducive business environment in the KZN Province and ensure organisational strategic performance compliance
Programme Performance Indicator: 4.1 b)	Number of quarterly performance monitoring reports generated.
Short Definition	Quarterly performance monitoring reports submitted to EDTEA
Purpose / Importance	To track organisational performance
Source / Collection of data	Performance report spreadsheet
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	4 reports per annum
Indicator responsibility	Executive Manager: Strategy & Operations
Primary Measure	Approved Strategic Plan and Annual Performance Plan
Strategic initiatives to support implementation	None

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Programme 4.1	To ensure a conducive business environment in the KZN Province and ensure organisational strategic performance compliance
Programme Performance Indicator: 4.1 c)	Number of quarterly evaluation reports produced
Short Definition	Performance evaluation verification reports produced quarterly
Purpose / Importance	In compliance with legislation
Source / Collection of data	Performance evaluation verification reports
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	4 performance evaluation verification reports per annum
Indicator responsibility	Executive Manager: Strategy & Operations
Primary Measure	Approved Strategic Plan and Annual Performance Plan
Strategic initiatives to support implementation	None

Programme 4.1	To ensure compliance with National and Provincial performance reporting and regulatory standards
Programme Performance Indicator: 4.1 d)	Number of approved, audited annual reports produced.
Short Definition	Annual report
Purpose / Importance	In compliance with legislation
Source / Collection of data	Annual report
Method of calculation	Number
Data limitations	No
Type of indicator	Non-Cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No
Desired performance	One approved Annual report per annum
Indicator responsibility	Executive Manager: Strategy & Operations
Primary Measure	Approved Strategic Plan and Annual Performance Plan
Strategic initiatives to support implementation	None

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Programme 4.2	Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors
Programme Performance Indicator: 4.2 a)	Number of development programmes in partnership with SALGA / COGTA
Short Definition	Capacity building programmes for municipalities
Purpose / Importance	Increased investment promotion strategy awareness
Source / Collection of data	Number of programmes
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	9
Indicator responsibility	EM: Strategy and Operations
Primary Measure	Number of enquiries facilitated through the One Stop Shop
Strategic initiatives to support implementation	

Programme 4.2	Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors
Programme Performance Indicator: 4.2 b)	Number of projects / companies assisted with regulatory compliance (One Stop Shop, etc)
Short Definition	Ease red-tape and improve the climate of doing business
Purpose / Importance	Increased investments and improved climate of doing business
Source / Collection of data	Enquiries forms/ interventions facilitated
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	12
Indicator responsibility	EM: Strategy and Operations
Primary Measure	Number of enquiries facilitated through the One Stop Shop
Strategic initiatives to support implementation	

Programme 4.2	Through international best practice, become a central point of contact, advocate and communicate regulatory guidelines to investors
Programme Performance Indicator: 4.2c)	Number of policy guidelines sessions hosted
Short Definition	Communicate challenges in doing business for the purpose of easing red-tape and improve the climate of doing business
Purpose / Importance	Increased investments and improved climate of doing business
Source / Collection of data	Sessions hosted
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	6
Indicator responsibility	EM: Strategy and Operations
Primary Measure	Number of enquiries facilitated through the One Stop Shop
Strategic initiatives to support implementation	

Programme 4.3	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
Programme Performance Indicator: 4.3 a)	Number of sector reports and fact sheets to key stakeholders within the economic development environment
Short Definition	Fact sheet conducted in a specific sector considering: relevant context / Understanding of the sector within the local context / key stakeholders / legislation and policy governing the sector / recent developments. Sector Analysis: in-depth analysis of sector including company information, barriers to entry, national and international context, legislation, policy and governance, trends and recent developments.
Purpose / Importance	To ensure that the organisation is knowledge led and generates and packages investment opportunities.
Source / Collection of data	Documented proof of each study / proof of dissemination / proof of publication on the TIKZN website
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	12 studies = 4 sector analyses and 8 fact sheets
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of sector reports and fact sheets to key stakeholders within the economic development environment

Programme 4.3	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
Programme Performance Indicator: 4.3 b)	Number of export-related research reports developed and disseminated.
Short Definition	Export briefs containing: product information / global and local market overviews / local companies / market access, etc.
Purpose / Importance	To ensure that the organisation is knowledge led and generates and packages export opportunities.
Source / Collection of data	Documented proof of each study / proof of dissemination / proof of publication on the TIKZN website
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	12 opportunities developed
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of sector reports and fact sheets to key stakeholders within the economic development environment

Strategic initiatives to support implementation	1. Produce studies and concept papers around those sectors affected by 4 th Industrial Revolution and the new economy.
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Strategic initiatives to support implementation	1. Develop a framework for a KZN Knowledge Portal
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Programme 4.3	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
Programme Performance Indicator: 4.3 c)	Number of concept documents developed that look at new investment trends, opportunities and catalytic projects
Short Definition	Packaging of 3 Catalytic Concepts that could be included in the Provincial Catalytic Project Pipeline (initial concepts) and 9 concepts in partnership with IP and project promoters.
Purpose / Importance	To ensure that the organisation is knowledge led and generates and packages investment opportunities.
Source / Collection of data	Hard copies of developed concepts and confirmation of uptake of the projects in the Provincial Catalytic Projects Pipeline and 9 signed off concepts by IP and project promoters.
Method of calculation	Number
Data limitations	None
Type of indicator	Non-cumulative
Calculation type	Quantitative
Reporting cycle	Annually
New Indicator	No
Desired performance	12 opportunities packaged
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of sector reports and fact sheets to key stakeholders within the economic development environment
Strategic initiatives to support implementation	1. Development of strategic implementation plan for the KZN Halaal Hub

Programme 4.3	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
Programme Performance Indicator: 4.3 d)	Number of dialogue forums hosted to present research on sectoral and topical issues in collaboration with strategic partners.
Short Definition	Presentation of packaged research to industry stakeholders
Purpose / Importance	To ensure that the organisation is knowledge led and generates and packages investment opportunities.
Source / Collection of data	Hard copy of presentation / attendance register / invitation
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	6 forums hosted
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of sector reports and fact sheets to key stakeholders within the economic development environment
Strategic initiatives to support implementation	

Programme 4.3	To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders
Programme Performance Indicator: 4.3 e)	Number of macro-economic reports developed, disseminated and sessions hosted including TIKZN's trend analyses, statistics and sector overviews to strategic government departments. (e.g. OTP and EDTEA)
Short Definition	Development of macro-economic reports on trends and stats, and sector overviews of regions and growth areas that will be shared with a broad spectrum of stakeholders in KZN.
Purpose / Importance	To ensure that the organisation is knowledge led and generates and packages investment opportunities.
Source / Collection of data	Hard copies of reports and presentation / attendance register / invitation.
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	NO
Desired performance	12
Indicator responsibility	Executive Manager: Knowledge Management
Primary Measure	Number of sector reports and fact sheets to key stakeholders within the economic development environment
Strategic initiatives to support implementation	Number of macro-economic reports developed, disseminated and sessions hosted.

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Programme 4.4	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.4a)	Number of qualified trade and investment leads generated and handed over from Gauteng
Short Definition	Qualified leads handed over to TIKZN Durban office from the TIKZN Gauteng office.
Purpose / Importance	Generation of new investments
Source / Collection of data	Inquiry form / project sheet / Company profile or business plan or financials / handover form
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	50 qualified leads handed over
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	<ol style="list-style-type: none"> 1. Develop closer relations with DIRCO on the Diplomatic Training Academy 2. Improve the linkages with the Project Managers on the tracking of leads

Programme 4.4	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.4 b)	Number of international organisation / foreign investor sessions hosted
Short Definition	Events hosted in partnership with foreign chambers / trade offices or a KZN specific session for an inbound delegation
Purpose / Importance	Stakeholder management process
Source / Collection of data	Event submission / Event programme / list of participants
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	25 sessions hosted
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	

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Programme 4.4	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.4 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	Ensuring the increase investor traffic to KwaZulu-Natal
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
Desired performance	12 missions recruited
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 4.4	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.4 d)	Number of business development initiatives undertaken in strategic foreign markets
Short Definition	Number of business development / lead generation / market intelligence initiatives participated in, in identified markets through interaction with embassies / foreign chambers / stakeholders, etc.
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
Desired performance	10 initiatives
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 4.4	To facilitate trade and investment opportunities in the KZN province through the Gauteng office
Programme Performance Indicator: 4.4 e)	Number of sector specific business linkage sessions hosted for KZN based companies
Short Definition	Business development / lead generation platforms in Gauteng arranged in conjunction with relevant units at Head Office, in a specific sector
Purpose / Importance	Marketing of Opportunities in KwaZulu-Natal
Source / Collection of data	Submission / programme / list of participants
Method of calculation	Number
Data limitations	No
Type of indicator	Cumulative
Calculation type	Quantitative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	12 linkage sessions hosted
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	