

Trade & Investment KwaZulu-Natal (TIKZN)



Annual Performance Plan for 2020/21

31 July 2020

Accounting Officer Statement.....	6
Official Sign-Off.....	7
1. Update to relevant legislative and policy mandates.....	8
2. Update to institutional policies and strategies	8
3. Relevant Court Rulings.....	8
Part B: Our Strategic Focus.....	9
1. <i>Updated Situational Analysis</i>	9
2. <i>External Environment Analysis</i>	12
3. <i>Internal Environment Analysis</i>	14
Part C: Measuring Our Performance.....	17
1. Institutional Programme Performance Information.....	17
1.1 Programme: <i>Investment Promotion</i>	17
1.2 Programme: <i>Destination Marketing</i>	17
1.3 Programme: <i>Export Development and Promotion</i>	17
1.4 Programme: <i>Business Retention and Expansion</i>	17
1.5. Programme: <i>Office of the Chief Executive Officer</i>	17
1.6 Programme: <i>Knowledge Management</i>	17
1.7 Programme: <i>Support Services</i>	17
1.8 Programme: <i>International Relations (Gauteng office)</i>	17
2. Outcomes, Outputs, Performance Indicators and Targets.....	18
<i>Outcome 1 - Growth and expansion (including transformation) of the economy through new Greenfields fixed investments</i>	18
<i>Outcome 2 - Increased investment opportunities through targeted destination marketing</i>	19
<i>Outcome 3 - Growth and expansion (including transformation) of the economy through export promotion activities</i>	20
<i>Outcome 4 - Transforming of the economy through expansion and retention of investments and jobs</i>	22
<i>Outcome 5 - Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction</i>	23
<i>Outcome 6 - An enabling business environment through improved knowledge and business intelligence</i>	25
<i>Outcome 7 - Effective service delivery through integrated and strategic support to the organization</i>	26
<i>Outcome 8 - International relations, investment attraction and destination marketing</i>	29
3. Output Indicators: Annual and Quarterly Targets.....	30
<i>Output Indicator 1 – Investment Promotion</i>	30
<i>Output Indicator 2 – Export Development and Promotion</i>	30
<i>Output Indicator 3 – Business Retention and Expansion</i>	31

<i>Output Indicator 4 – Office of Chief Executive Officer</i>	31
<i>Output Indicator 5 – Knowledge Management</i>	32
<i>Output Indicator 6 – Support Services</i>	33
4. Explanation of planned performance over the medium-term period.....	34
5. Programme Resource Considerations.....	45
6. Updated Key Risks	47
7. Public Entities	49
8. Infrastructure Projects	49
9. Public-Private Partnerships (PPPs).....	50
Part D: Technical Indicator Descriptions (TID)	51
<i>Outcome 1 - Growth and expansion (including transformation) of the economy through new Greenfields fixed investments</i>	51
<i>Outcome 2. Increased investment opportunities through targeted destination marketing</i>	55
<i>Outcome 3 - Growth and expansion (including transformation) of the economy through export promotion activities</i>	57
<i>Outcome 4 - Transforming of the economy through expansion and retention of investments and jobs</i>	63
<i>Outcome 5 - Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction</i>	68
<i>Outcome 6 - An enabling business environment through improved knowledge and business intelligence</i>	76
<i>Outcome 7 - Effective service delivery through integrated and strategic support to the organization</i>	83
<i>Outcome 8 - International relations, investment attraction and destination marketing</i>	96
Annexures to the Annual Performance Plan	100
<i>Annexure A: Amendments to the Strategic Plan</i>	100
<i>Annexure B: Conditional Grants</i>	101
<i>Annexure C: Consolidated Indicators</i>	102
<i>Annexure D: District Development Model</i>	103

Executive Authority Statement



EQUITABLE DISTRIBUTION OF ECONOMIC OPPORTUNITIES

Despite the setback caused by the outbreak of Coronavirus, during this financial year, Trade & Investment KwaZulu-Natal will intensify programmes aimed at attracting Foreign Direct Invest (FDI). The greater focus will be to reach out to our major trading partners using our embassies in those countries.

FDI is a source for economic development, income growth and employment creation. More importantly, FDI helps create a more competitive business environment and enhances enterprise development. All of these contribute to higher economic growth, which is the most potent tool for alleviating poverty.

TIKZN will therefore accelerate efforts to grow trade and investments in the province. Importantly, the entity will ensure an equitable distribution of economic opportunities to uplift our people who are living below the poverty line.

As the department, we have finalized the KZN Localization Framework and we are now moving towards the implementation phase. We want to ensure that local communities benefit from economic opportunities at local level. More importantly, our main focus is to create a demand for local products which are produced by emerging entrepreneurs throughout the corners of this province.

Whilst government has been promoting the procurement of products and services from local entrepreneurs as part of ensuring inclusive economic growth, COVID-19 pandemic has renewed our drive.

TIKZN will be at the forefront of the promotion of the "Buy Local Campaign." The intention is to ensure that we use government's spending power to procure from local entrepreneurs – encourage communities to buy local – and ultimately ensure that local entrepreneurs are able to export to other countries.

In assessing the comparative and competitive advantages, as well as the nature and structure of the KZN economy, it has become evident that the lead sectors are industrial development and manufacturing, finance, real estate and business services, infrastructure development and construction, transport storage and communications, tourism, mining and beneficiation as well as wholesale and retail trade.

These sectors are critical to the achievement of our economic growth goals. The diversified nature of the KZN economy is one of its key strengths and has enabled resilience in response to economic volatility.

TIKZN has adopted a business support, retention, and expansion programme, which is fully integrated into the Radical Economic Transformation Programme and focuses on:

- Supporting businesses that are weak but that have sound foundations and can become viable through accessing existing short-term industrial policy support programmes to contain further job losses and protect important production capabilities;
- Supporting new businesses to emerge through a dedicated programme of support to new or young businesses as they are more vulnerable than larger older established businesses to shocks and harsh economic conditions; and
- Supporting existing businesses need to expand by creating an environment that is conducive to new investment.

TIKZN will also focus on the key interventions that are catered for in the KZN Growth and Development Plan, which are to ensure that we:

- Improve access to economic development funding;
- Facilitate statutory development approval processes in support of new investments through the Provincial One-Stop Shop;
- Raise awareness on key sectors and on support measures and improve the quality of programmes available in these sectors and in new sectors such as, presently those of the maritime and green economy;
- Improve performance monitoring of the value chain in key sectors within the KZN;
- Develop, diversify and market the tourism sector to increase domestic and foreign visitors in the Province;
- Develop and implement a green public procurement policy to help support local green businesses and implement the Provincial Green Economy Strategy.

It is against this background that the province has paid particular attention to the key sectors of the economy, especially FDI, as a catalyst for economic development and job creation.

As the Executive Authority, I undertake to ensure that the resources of this entity are utilized to realize the vision of the PGDP as outlined in this Corporate Strategic Plan (2020/21 – 2024/25).



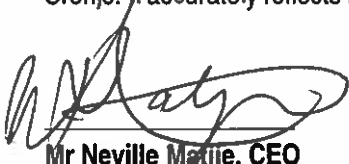
Ms Nomusa Dube-Ncube, MPL

MEC for Economic Development Tourism and Environmental Affairs

Accounting Officer Statement

TIKZN in accordance to the legislative mandate 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.

The TIKZN Annual Performance Plan 2020/2021 was developed by the management of Trade and Investment KwaZulu-Natal under the guidance of the TIKZN Board of Directors, and the Chairperson of the Board Ms C.M. Cronje. It accurately reflects the performance targets which the entity is committed to achieve.



Mr Neville Matjie, CEO
Accounting Officer of TIKZN

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of TIKZN under the guidance of the TIKZN Board and the MEC for Economic Development, Tourism and Environmental Affairs.
- Takes into account all the relevant policies, legislation and other mandates for which TIKZN is responsible to implement.
- Accurately reflects the Impact, Outcomes and Outputs which TIKZN will endeavour to achieve over the period 2020/2021.

Mr Claude Moodley
Executive Manager: Export Development and Promotion

Signature:



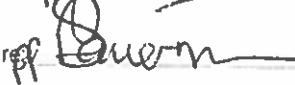
Mr Innocent Hlongwana
General Manager: Investment Promotion and Facilitation

Signature:



Mr Donny Pethan
General Manager: Business Retention & Expansion /
Acting Executive Manager: Strategy & Operations

Signature:



Mr Sihle Ngcamu
Executive Manager: Investment Promotion and Facilitation

Signature:



Ms Zodumo Ngidi
Executive Manager: Knowledge Management

Signature:



Ms Ayanda Zuma
General Manager: Marketing & Communications

Signature:



Ms Thanda Mokhothlouane
General Manager: Human Resources

Signature:



Mr Ndumiso Mlambo
General Manager: One Stop Shop

Signature:



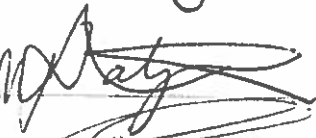
Ms Zamasomi Msomi
Chief Financial Officer

Signature:



Mr Neville Matjie
Accounting Officer

Signature:



Signed by the Chairperson of the Board
on behalf of the Accounting Authority

Signature:



Approved by:
Ms Nomusa Dube-Ncube, MPL
Executive Authority

Signature:



Part A: Our Mandate

1. Update to relevant legislative and policy mandates

The mandate of TIKZN, as per Trade & Investment KwaZulu-Natal Act, 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 markets of the Province;*
- *Foster trade and investment within the Province;*
- *Develop a Provincial Investment and Export plan; and*
- *Keep and maintain a database of opportunities within the Province in such a manner as to benefit all sectors of the economy in terms of the PFMA, No. 1 of 1999, as TIKZN is a 3(c)-public entity.*

As a Schedule 3C Public Entity, TIKZN is required to comply with and adhere to the:

- *Trade & Investment KwaZulu-Natal Act, Act No. 5 of 2010;*
- *Public Finance Management Act and Treasury Regulations;*
- *Preferential Procurement Policy Framework Act, 2000; Preferential Procurement Regulations, 2017*
- *Broad-Based Black Economic Empowerment Act*
- *National Development Plan;*
- *Provincial and National Priorities (SONA and SOPA);*
- *Provincial Growth and Development Plan;*
- *'Gateway 2030' Kwazulu-Natal Integrated Trade and Investment Strategy*
- *Department of Economic Development, Tourism and Environmental Affairs, Radical Economic Transformation Plan (including Operation Vula, Radical Agrarian Socio-Economic Transformation);*
- *Policies and directives of the Department of Economic Development, Tourism and Environmental Affairs;*
- *Economic Plan (August 2019) for the Minister of Finance, Mr Tito Mboweni*
- *Memoranda of Understanding signed with various countries around the world; and*
- *Bilateral and multi-lateral agreements signed by Department of International Relations and Cooperation, Department of Trade & Industry and Competition and other National Government departments*

2. Update to institutional policies and strategies

- TIKZN Corporate Strategy
- Business Unit Operational Plans
- Annual Performance Plans

3. Relevant Court Rulings

N/A

Part B: Our Strategic Focus

1. Updated Situational Analysis

The start of 2020 has proven to be an arduous journey with the coronavirus spreading like a whirlwind and raging developing and developed economies alike. The outbreak of the Covid-19/Coronavirus has continued to send shock waves around the globe and South Africa has not been spared. As a result, global growth prospects remain highly subdued and uncertain. Global economy is estimated to grow at about 2.4% in 2020 from 2.9% recorded in 2019. Economic growth projections for South Africa for 2020 have been revised to close to 1%. This growth forecast may still be over-optimistic due to ongoing electricity supply constraints, low global growth and the advent of the coronavirus disrupting the global supply chains. Other downside risks facing the South African economy include, low business and consumer confidence, depressed investment climate, increased national debt and other structural rigidities.

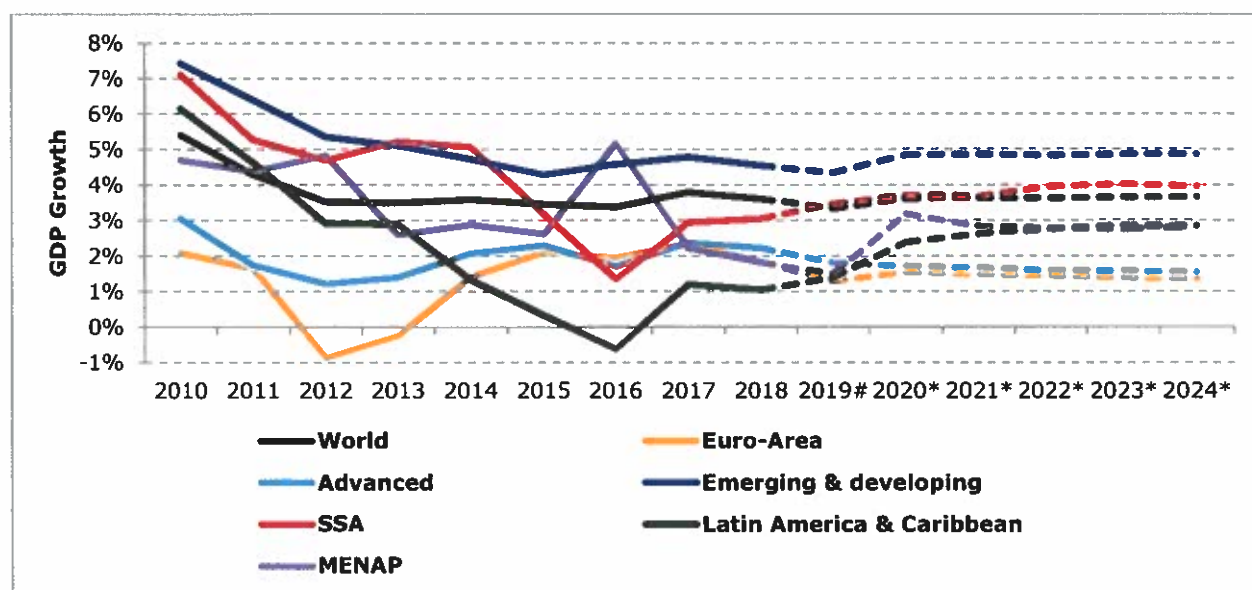
The novel coronavirus that was discovered in China towards the end of 2019 has caused untold suffering in many other countries globally. The virus has spread swiftly in a matter of weeks to a number of countries, thereby becoming a global phenomenon. The Coronavirus has thus been declared a pandemic by the World Health Organisation and is now a global crisis that is threatening the lives of people and ravaging both developed and developing countries alike. Globally the numbers of infections and deaths associated with the virus continue to rise rapidly. The virus has resulted in countries taking drastic measures such travel restrictions, lockdowns of countries, cities and regions and closure of schools and tertiary institutions.

Despite the immense progress made since 1994, South Africa as a country has a number of key challenges facing its economy, and in this regard the province of KwaZulu-Natal (KZN) is no different from the rest of the country. The socio-economic development challenges facing our country coupled with slow economic growth demand vigorous, innovative and decisive approaches to economic development. Amongst the exposure to global economic trends and developments and the mishaps that come with it, the most recent being the Covid-19 pandemic and the resultant economic turmoil, the following key domestic issues need proactive attention:

- *Low economic growth*
- *High levels of poverty*
- *High levels of inequality*
- *High levels of unemployment*
- *Low attainment of education and availability of technical and vocational skills*
- *Declining infrastructure investment*
- *Condition of state-owned enterprises and unreliable electricity supply*
- *Crime and corruption*
- *Fiscal environment, high levels of debt and below investment grade by credit rating agencies*
- *Low business and consumer confidence*
- *Labour rigidity and relations*
- *Cost of doing business*
- *Policy uncertainty and how to address land redistribution issue*
- *Uncertainty over the impact of the fourth industrial revolution*
- *Climate change*
- *Covid-19 pandemic*

KwaZulu-Natal is connected to the global sphere through various economic linkages and activities and as such it is susceptible to changes in the global economic environment. This knowledge is vital for planning, implementing and devising strategies to respond to external or exogenous factors that pose downside risks to the provincial economy. While economic prospects at the global level have improved over the past two years, *a build-up of short-term risks are threatening global growth prospects*. There are concerns over global economic growth as a confluence of risks are converging that could severely disrupt economic global economic activity and inflict significant damage on longer-term development prospects. These risks include an escalation of trade disputes (particularly between the United States and China that have led to heightened tension and imposition of tariffs), an abrupt tightening of global financial conditions, both industrial production and trade volume growth have slowed down sharply and there are intensifying climate risks at hand. The macroeconomic conditions have led to a weaker economic outlook, and as a small open economy such as South Africa and subsequent province, we are impacted by events on the global economic stage.

Average Economic Growth, World 2000-2013 vs 2014-2018



Source: IMF WEO, 2019

The slowdown and continued pull back in economic growth in China albeit above 6% GDP growth led to the Global Commodity price dip in 2016. However, it must be borne in mind that economic crises also present opportunities. For example, Russia imports much of its agricultural products from the EU, if tensions escalate with the EU it provides South African agricultural companies an opportunity to supply the Russian Market. The current US-China trade wars might present investment opportunities for Foreign Direct Investment into other countries by channelling goods via them and can give the competitive advantage for particular products. A country such as India could capitalise on the current tiff. However, it requires a strategic approach to convert this opportunity into a major gain. India needs to focus on becoming a new powerhouse as a global hub for exports. Will South Africa be made to choose sides if things escalate? As a BRICS member it will likely side with China and support India.

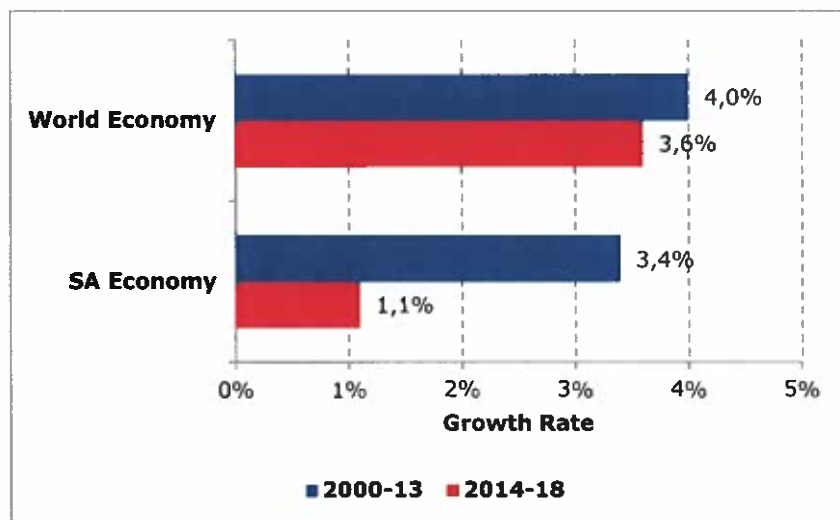
Following a broad-based upswing in global cyclical growth that lasted nearly two years, the global economic expansion decelerated in the second half of 2018. Against this backdrop, the global economy is projected to grow at 3.3% in 2019 and 3.6% in 2020 amidst economic risks mentioned above. This could have dire consequences for global labour markets. The International Labour Organisation's (ILO's), 2019 World Employment and Social Outlook points to some progress in the global labour markets, but reveals the persistence of significant decent work deficits, with the various regions facing challenges of many different kinds. The global population was

estimated at 7.6 billion people in 2018 (United Nations, 2017). An estimated 5.7 billion or 75% of the people fell within the working ages of 15 to 64 years. Out of these, 3.3 billion people, or 58.4%, were employed and 172 million were unemployed. Taken together the two groups constitute the estimated 3.5 billion global labour force in 2018, implying a labour force participation rate of 61.4%.

Going forward, it will remain to be seen what the impact of the 4th Industrial Revolution will have on many sectors of the economy and shift in labour markets. What the future of work might hold is a concern that resonates broadly and that has fuelled extensive discussion among policymakers, business leaders and individual workers. Common to these recent debates is an awareness that, as technological breakthroughs rapidly shift the frontier between the work tasks performed by humans and those performed by machines and algorithms, global labour markets are likely to undergo major transformations. For example, there is a significant push for autonomous electric vehicles and this segment of the market is growing rapidly on a global scale. What does this mean for the traditional petroleum market as we know it, what does this mean for taxes such as the fuel levy and impact on government fiscus, is Africa going to become a dumping ground for combustion driven engines and what about labour within the automotive manufacturing sectors?

These transformations, if managed wisely, could lead to a new age of good work, good jobs and improved quality of life for all, but if managed poorly, pose the risk of widening skills gaps, greater inequality and broader polarization. As digital technologies advance, the threat of automation grows. It will eliminate a broad swath of jobs across the economies, aggravating the risk of unemployment. As digital technologies become ever more sophisticated, more waves of job displacement will almost certainly occur. At the same time, technology is creating opportunities, paving the way for new and altered jobs, increasing productivity, and improving the delivery of public services. There is a significant innovative push on a global scale, in the midst of high levels of unemployment rate, is South Africa and the province of KZN prepared for these changes?

Average Economic Growth, World & South Africa 2000-2013 vs 2014-2018



Source: IMF WEO, 2019

If we compare the global performance to the South African economic growth, we see that over the past 5 years (2014-18) World GDP growth slowed to 3.6% pa from 4% during period from 2000 to 2013 mainly due to slower growth in the advanced economies. Over the period 2000-2013, SA's real GDP growth was more or less equivalent to World GDP growth, i.e. 4% vs 3.4% pa. However, South African economy slowed more drastically from 2014 to 2018 suggesting a decoupling from the world economy.

2. External Environment Analysis

Listed below is high level summary of the external environment of TIKZN.

Economic Outlook

- The organization is aligned to the key economic imperatives and priorities, plans, Acts and strategies of the country (NDP, New Growth Path, Seven Priorities of SONA 2019, Operation Phakisa initiative, and IPAP), and the province (PGDS and PGDP)
- Radical economic transformation agenda of the province - poverty reduction and economic growth cannot be sustained without economic transformation.
- Contributing to economic transformation is possible by encouraging economic geographical spread – spatial development (driving and making opportunities available for investors in smaller towns/municipalities throughout KwaZulu Natal to engender entrepreneurship and job creation).
 - The World Health Organisation (WHO) categorised the severe acute respiratory syndrome novel coronavirus (Covid-19) as a pandemic. Pursuant to this, **on 15 March 2020, President Cyril Ramaphosa declared a national state of disaster in South Africa in terms of the Disaster Management Act, 2002**, as amended (DMA) and on 18 March, regulations in terms of section 27(2) of the DMA were published with immediate effect (the regulations). Government announced bold measures to contain the spread of the virus in South Africa. From the 26 March the President announced a national lock-down which brought the country to a standstill for close to three months. Declaration of the Covid-19 as a national disaster (including several imposing travel restrictions into and out of high-risk countries) will impact investment and trade both interprovincially and across borders. The economy commenced opening up at different levels, from Level 5 -1 in an adjusted strategy to contain and flatten the curve of the spread of the virus.
- Amongst the exposure to global economic trends and developments and the mishaps that come with it, the following key domestic issues need proactive attention:
 - Low (or negative) economic growth
 - High levels of poverty
 - High levels of inequality
 - High levels of unemployment
 - High levels of government debt
 - Additionally, on 27th March 2020, Moody's Rating Agency downgraded the country to sub-investment grade, thereby increasing pressure on an already strained economy
 - Condition of state-owned enterprises and unreliable electricity supply
 - Low attainment of education and availability of technical and vocational skills
 - Declining infrastructure investment
 - Crime and corruption
 - Fiscal environment, high levels of debt and below investment grade by credit rating agencies
 - Low business and consumer confidence
 - Labour rigidity and relations
 - Cost of doing business
 - Policy uncertainty and how to address land redistribution issue
 - Uncertainty over the impact of the fourth industrial revolution; and
 - Climate change
- The KwaZulu-Natal economy closely matches the South African Economy and is fortunate in that it has one of the most diversified provincial economies shielding it from sector-specific shocks. However, its economy is unequal in levels of development and investment with high urban density areas such as eThekweni, Msunduzi and uMhlatuze receiving the bulk of the attention. This issue is addressed by the

Provincial Spatial Economic Development Strategy (PSEDS) outlining where investment should take place and what investments should take place across the province.

- The sector performance for KwaZulu-Natal surprisingly showed an increase in average growth for the Agricultural and Mining sectors. The province contributes the highest proportion toward the Agricultural sector in the country. Manufacturing has been declining as a percentage of GDP-R due to a number of reasons (cost of energy, cost of transport, etc)
- The unemployment rate in South Africa edged up to 29.1% in the Q3 2019. The provincial employment remained below the pre-recession level for 9 years rising above the pre-crisis level for the first time in fourth quarter of 2017. Both South Africa's and KwaZulu Natal's economic growth is too inadequate to support the growing population. Without real growth, the country will not be able to significantly address its employment crises.
- SA's growth forecast of a sluggish 0.9% for 2020 is already looking optimistic, especially with concerns around the coronavirus already hitting the global economy. The World Health Organisation has declared the coronavirus outbreak as a global pandemic. China has taken unprecedented steps to curb the spread of the corona virus, which has infected over 80,000 people in China, and in many regions its turbo-charged economy has all but shut down. This is bound to have an impact on Chinese demand for South African commodities such as iron ore and coal etc which would take some of the wind out of the mining sector's sails. It will also affect other South African exports to China, such as agricultural goods. The economic impact had already spread well beyond China's borders. From the start of the outbreak in China earlier this year, the South African government has put in place measures to screen visitors entering the country, to contain its spread and to treat those infected. As of 15th March 2020, South Africa had 61 confirmed cases of people infected with the virus, and this number is expected to rise. Initially, it was people who had travelled out of the country, especially from Italy, who had positively tested for the virus. Cabinet held a special meeting on the 15th March 2020 and have decided to take urgent and drastic measures to manage the disease, protect the people of our country and reduce the impact of the virus on our society and on our economy. South Africa is now declared a national state of disaster in terms of the Disaster Management Act. Cabinet, has decided on the following measures:
 - Firstly, to limit contact between persons who may be infected and South African citizens.
 - The imposition of a travel ban on foreign nationals from high-risk countries such as Italy, Iran, South Korea, Spain, Germany, the United States, the United Kingdom and China as from 18 March 2020.
 - Cancellation of visas to visitors from those countries from 15th March 2020 and previously granted visas were hereby revoked.
 - South African citizens are advised to refrain from all forms of travel to or through the European Union, United States, United Kingdom and other identified high-risk countries such as China, Iran and South Korea. This is effective immediately.
 - Government will continue to regularly issue travel alerts referring to specific cities, countries or regions as the situation evolves based on the risk level.
 - South African citizens returning from high-risk countries will be subjected to testing and self-isolation or quarantine on return to South Africa.
 - South Africa has 72 ports of entry in the country which are land, sea and airports. Of the 53 land ports, 35 will be shut down with effect from Monday 16 March. 2 of the 8 seaports will be closed for passengers and crew changes.
 - Effective immediately, all non-essential travel for all spheres of government outside of the Republic is prohibited.
 - Further discourage all non-essential domestic travel, particularly by air, rail, taxis and bus

The South African government announced sweeping new measures to tackle the spread of the coronavirus which placed South Africa under a lockdown. The surge has raised alarms that a wider outbreak would place under serious stress the country's already strained healthcare system in one of the world's most unequal societies.

- As South Africa entered a lockdown due to Covid-19, Moody's Rating Agency downgraded the country to sub-investment grade, increasing pressure on an already strained economy, thus pushing up the country's cost of borrowing. Listed below are some of the impacts the virus will have on the South African economy:
 - According to the IMF, South Africa has lost the highest portion of the US\$4.2 billion capital outflows in the Sub-Saharan region due to coronavirus
 - The World Economic Forum, forecast that more than one million people in South Africa will be pushed into extreme poverty because of the pandemic
 - Treasury's worst-case scenario expects the economy to contract by 16.1%
 - Sanlam Investments forecast the country's deficit to balloon to more than 12% of GDP in 2020/21 and the debt ratio to climb above 80% of GDP over the medium-term
 - To mitigate the socio-economic impact, the government introduced a R500 billion stimulus package

3. Internal Environment Analysis

The findings of the internal environment analysis were based on feedback from key external partners, Board and Management and staff (via interviews, focus groups and surveys).

- **Partners to deliver** – there is need for more effective stakeholder collaborations and partnerships. Collaboration with related government agencies and the private sector is needed to accelerate investment promotion through closer coordination of cross-cutting strategic economic development opportunities
- **Compliance** - TIKZN is currently Level 8 B-BBEE compliant. TIKZN needs to improve its BEE scorecard that will include increasing procurement spend on black-owned enterprises, with a particular focus on women and youth-owned enterprises. TIKZN will also be required to promote special projects that create linkages with local suppliers, in particular industries that will allow for beneficiation to local resources.
- **Human Capital** - TIKZN is a knowledge-based organization (owing to its mandate) with a current staff complement of 47. Staff are qualified and experienced. A staff survey cited need for improvement in areas of communication, engagement, work overload. There is a need to review the skills base of the organization for realignment to the mandate of the organization
- **Governance/ Leadership** – The Board of Directors composition/ mix (both public sector and private sector) makes for diverse thinking. An Investment Committee in place (starting to gain momentum on new ideas/concepts)
- **Compliance** – The organization is compliant from a financial and regulatory perspective and has largely delivered on its mandate (aligned to the TIKZN Act of 2010)
- **Performance** – the organization has achieved (and in several areas) exceeded its APP targets in the past. Duplicate reporting with peer organizations has been cited, hence the need to review roles and responsibilities review reporting of the various structures.
- **Budget constraints** have been cited, with a large cost based owed to staff. Certain programmes, such as Business Retention & Expansion are resource constrained.
- **Reprioritisation of the Budget:** As a result of Covid-19, EDTEA is required to surrender to the national coffers R678m for which the entities account R278m. The funds will be used to support the Covid-19 relief funding measures. TIKZN has thus been required to reprioritise its budget in support of this initiative

In responding to business challenges emanating from Covid-19 impact, the organisation has adopted a 'future model of operating' (FMO), encompassing the following key areas:

- Using the One Stop Shop as the nerve centre for information assimilation and dissemination relating to Regulations, relief measures, project brokering and permits support.
- Partnering with international associates such as PUM to provide remote coaching to new and existing clients
- Implement KZN Buy Local Campaign Initiative with KZN Growth Coalition and Municipalities (Business Stability Initiative)
- Collaborate with Industry Clusters and Industry Associations in developing business Health Index, Business Continuity Recovery Support Programs and Sector Intelligence Reports.
- Enhance existing organisational business financial support schemes to respond to Covid-19 challenges.
- Strengthen compliance, foster and enhance collaboration with businesses through focused visitation program to high valued businesses and Industrial Parks.

Overall 5-Year Historical Assessment Findings

The organisation operated during the period 2015 to 2019 (year ending) in the background of subdued economic conditions (both locally and in most cases internationally). During this period strategic focus impetus was given to the manufacturing sector, as well as a drive to strengthen the inclusivity of the local economy. This five-year period included: the appointment of two new MECs, the Chairperson and Board, as well as the appointment of the Acting CEO as the permanent CEO for the organisation. During the period under review the following was noted:

- Overall performance was above targets set (in the majority). This has been seen across the various programs. On review of the actual performance measures (when aligning to the new treasury regulations- built around the theory of change) we found that some of the performance measures will have to be redeveloped (to include a greater focus on influencing impact)- as part of the revised strategy. In addition, targets by sector and district will be encouraged.
- Increased engagement with municipal entities. This has been seen across programs and is aligned to stakeholder input of the organisation working closer with districts (in an integrator/coordinator role).
- Current stakeholder efforts are focussed to the public sector. A more balanced approach to engaging both public sector and private sector is envisaged. This correlates to the role of the organisation being a key link between business and government.
- The organisation has achieved some good partnerships. This approach of "partnering to deliver" will be escalated in the organisation's future- as resourcing is reduced and duplication with other peer organisations avoided. In addition, stakeholders have requested that the organisation be more focussed in its approach. This could be achieved by re-aligning resources, partnering to deliver and removing duplication efforts that have been noted with EDTEA.
- The launch of the One Stop Shop facility in partnership with Invest SA has occurred in the last two years. Initial feedback on the model reflect a revised (increased) approach to promoting this facility.
- Increased drive to target and measure transformation and economic inclusivity has been noted in the last two years of performance. For increased economic and social relevance, the organisation will have to further prioritize this area in the revised strategy
- The need for increased focus on policy and advocacy – to reduce the cost of doing business and limit business disruptions noted in key business sectors and notes- is considered a high priority for the organisation.
- A trend of increasing number of staff vacancies in the organisation, relating to technical and skilled staff. This will have to be urgently addressed, aligned to the skills gaps that have been identified in the areas of IP, KM and the staffing needs of BR&E.
- Some reporting of financial misstatements has been noted. Planning for the avoidance of these non- conformances - together with increased focussed on risk- is considered important for the new strategy.

Overall the organisation appears to be achieving the targets that they have set out to achieve- however on closer review of some of the measurables it appears that they would have to be reviewed (to become more impactful-and aligned to the revised treasury regulations). In addition, the overall annual investment of managing the entity (of between R80 million to R100 million) is a large amount of resourcing /investment and serious consideration should be given on how to do more with this resourcing by:

- Partnering to deliver – avoiding duplication of efforts with partners.
- Increasing organisational focus and agility.
- Strengthening economic inclusivity and relevance.
- Working closer and in a more integrated manner with stakeholders.

Part C: Measuring Our Performance

1. Institutional Programme Performance Information

The TIKZN programmes outlined below are the functional programmes engaged in by the organisation and the purpose of each programme, the tables following Section 2 are the detailed outcomes and outputs the organisation expects to achieve during the medium-term period starting 2020/21.

1.1 Programme: Investment Promotion

1.1.1 Purpose: To promote and facilitate new fixed investment in the KZN Province.

1.2 Programme: Destination Marketing

1.2.1 Purpose: To increase investment opportunities through destination marketing of the KZN Province

1.3 Programme: Export Development and Promotion

1.3.1 Purpose: To develop and promote exports from the KZN Province

1.4 Programme: Business Retention and Expansion

1.4.1 Purpose: To facilitate business expansion and retention of existing businesses within the province of KwaZulu Natal

1.5. Programme: Office of the Chief Executive Officer

1.5.1 Purpose: To ensure a conducive business environment in the KZN Province and ensure organisational strategic performance compliance

1.6 Programme: Knowledge Management

1.6.1 Purpose: To enhance TIKZN's research and knowledge capabilities to effectively disseminate comprehensive business intelligence to stakeholders

1.7 Programme: Support Services

1.7.1 Purpose: To improve organizational effectiveness and efficiency and comply with national and provincial treasury regulatory reporting standards

1.8 Programme: International Relations (Gauteng office)

1.8.1 Purpose: To attract international investment to the province through destination marketing and engagement with international stakeholders

2. Outcomes, Outputs, Performance Indicators and Targets

The expected organisational programme outcomes, related outputs and measurable indicators as well as the medium-term targets are tabled below:

Outcome 1 - Growth and expansion (including transformation) of the economy through new Greenfields fixed investments		Annual Targets							
		Output Indicators		Estimated Performance		MTEF Period			
		Outputs	Output Indicators	Audited /Actual Performance	2019/20	2020/21	2021/22	2022/23	2023/24
1. Growth and expansion (including transformation) of the economy through new Greenfields fixed investments.	New fixed domestic and foreign investments committed in the KZN province.	Rand value of new domestic and foreign investments committed	R2.18bn	R2.66bn	R2.4bn Not Audited	R2billion	R2,5billion	R3billion	R3,5billion
	New jobs created from domestic and foreign investments.	Number of jobs created from new projects	3650	2549	3495 Not Audited	3000	3500	3500	4000
	Investment project opportunities facilitated for black owned youth, women, PWD.	Number of successful investment opportunities facilitated for priority groups (youth/ women/PWD/ black-owned)	New	10	5 Not Audited	8	20	20	30
	High impact projects facilitated	Number of high impact and catalytic projects facilitated/implemented with a focus on localisation and import replacement	New	New	New	10	10	10	10

Outcome 2 - Increased investment opportunities through targeted destination marketing

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
2. Increased investment opportunities through targeted destination marketing.	Destination marketing activations facilitated to create new investments	Number of international investment and trade platforms hosted (buying, selling and investment generation, e-lead Generation)	18	21	25 Not Audited	10	30	40	40
	Provincial / International online investment conference / Webinars hosted	Number of investment conferences coordinated in the province	2	2	2 Not Audited	1	1	1	1

Outcome 3 - Growth and expansion (including transformation) of the economy through export promotion activities

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3. Growth and expansion (including transformation) of the economy through export promotion activities.	Increased turnover by existing and seasoned exporters assisted by TIKZN	Rand value increase in the turnover of KZN Exporters (Existing and Seasoned) assisted	New	New	New	Rand value base year to be determined during 2020/21	Base Year Adjustment	Base Year Adjustment	Base Year Adjustment
		E-trade platforms / missions for KZN companies	New	New	New	60	100	100	100
	Increase in jobs created by exporters assisted by TIKZN from a Development and Promotion perspective.	Number of jobs created by KZN Exporters assisted	New	New	New	500	500	500	500
		Number of 'Export Ready' and registered companies developed	New	12	30 Not Finalised	40	40	40	40
	Develop companies for export readiness (Youth, Women and PWD groups)	Number of Existing and Seasoned Exporters assisted	NEW	145	100 (combination of existing)	60	65	70	75

export propensity	with focused Training and Capacity Building			and emerging exporters) Not Finalised				
KZN Exporters assisted to access New Markets through TIKZN facilitation	Number of exporting deals/ orders secured for KZN Exporters in New Markets	80	90	100 Not Finalised	100	110	120	130

Outcome 4 - Transforming of the economy through expansion and retention of investments and jobs

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
4. Transforming of the economy through expansion and retention of investments and jobs.	Distressed businesses supported through business retention interventions.	Number of distressed businesses supported through business retention interventions	New	New	17 Not Finalised	100	100	100	100
	Expansion projects committed.	Rand value of expansion projects committed	R859	R900	R2,4bn Not Audited	R500m	R1billion	R1billion	R1billion
	Potential jobs created and retained from expansion projects.	Number of jobs created and retained from expansion projects	2000	2200	2098 Not Audited	1000	2800	3000	3200
	Businesses supported with enterprise development initiatives (Covid-19)	Number of businesses supported with enterprise /supplier development intervention undertaken	New	New	New	80	100	120	130
Precinct revitalisation projects facilitated.	Number of precinct revitalisation projects facilitated/ implemented	New	New	New	3	3	4	4	

Outcome 5 - Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance		Estimated Performance		MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
**Strategy and Operations										
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	Corporate strategy, Annual Performance Plan and monitoring and evaluation framework	Number of Corporate Strategy, Annual Performance Plans and Operational Plans (including monitoring and evaluation framework)	New	New	1	1	1	1	1	1
	Strategic partnerships created / leveraged	Number of strategic partnerships/programs created and/or leveraged	New	New	3 To be Finalised	4	9	9	9	9
	Through contribution to Action Work Group engagements, realise economic development/ investments in KZN	Number of Action Work Group Engagements (Covid-19 and workstreams)	New	New	New	10	10	10	10	10
	Risks identified and properly mitigated or resolved	Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk register)	95%	100%	Not Finalised	95%	95%	95%	95%	95%

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited /Actual Performance			Estimated Performance		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
One Stop Shop (One-SS)								
	Increased number of services offerings available at the One SS	Number of business support interventions in support of Covid-19 relief measures	New	New	New	4000	3000	1000
	High impact projects resolved through project brokering support interventions.	Number of high impact projects resolved through project brokering support interventions	New	New	New	4	6	10
	Satellite District One SS established	Number of strategic partnerships with District Development Agencies for One-SS services	New	New	New	4	6	9
	District Delivery Model engagements with KZN Growth Coalition strategic support interventions	Number of district delivery model engagements with KZN Growth Coalition strategic support interventions	New	New	New	11	11	11

Outcome 6 - An enabling business environment through improved knowledge and business intelligence

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance		MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
6. An enabling business environment through improved knowledge and business intelligence.	New investment packaged projects to stimulate the KZN economy Post-Covid-19	Number of investment and export-led investment projects packaged for investors and traders (localisation/import substitution)	New	New	To be Finalised	11	12	12	12
	Develop Sector profiles	Number of comprehensive Sector profiles with insights, positioning TIKZN positively to undertake its mandate	New	New	To be Finalised	16	16	16	16
	Ease of Doing Business in KZN Assessment, TIKZN investment and trade publications published	Number of KZN Business Reports by (Province and eThekweni Metro), and trade investment publications including in support of Covid-19	New	New	New	5	5	5	5
	Quarterly Economic Overview and Market trend analysis reports for KZN	Number of Quarterly KZN Economic Overviews, trend analysis, board reports and country targeting reports and Business Intelligence Documents	New	New	To be Finalised	13	13	13	13
Policy advocacy initiatives facilitated	Number of policy advocacy initiatives facilitated – (e-platform)	New	New	To be Finalised.	3	3	3	3	

Information Technology

Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology	Business improvement digitisation platforms for TIKZN	New	New	New	3	3	3
	TIKZN's ICT infrastructure systems implemented	New	New	New	8	8	8

Outcome 7 - Effective service delivery through integrated and strategic support to the organization

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited /Actual Performance		Estimated Performance		MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
7. Effective service delivery through integrated and strategic support to the organization	Clean audit report	Clean Audit Report	Unqualified opinion	Unqualified opinion	Not Finalised	1	1	1
	Internal audit findings resolved prior to AG Audit	Percentage of internal audit findings resolved prior to AG Audit	100%	96%	Not Finalised	95%	95%	95%
	BBBEE Scorecard improved	Improve on B-BBEE rating for TIKZN		Non-compliant	Not Finalised	Level 4	Level 3	Level 2
	Timely Payments to TIKZN suppliers within 30 days	Percentage of payments made within 30 days to TIKZN suppliers	New	New	95%	95%	95%	95%

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited /Actual Performance		Estimated Performance		MTEF Period				
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
			Human Resources								
	Enhanced balance scorecard performance management system introduced and implemented	Annual performance reviews	New	New	New	100%	100%	100%	100%	100%	100%
	Critical Skills Developed and Talent managed to drive a high-performance culture	Number of staff trained /e-platforms	New	New	New	100%	100%	100%	100%	100%	100%
	Organisational development programmes implemented	Number of organisational development programmes implemented/e-platforms	New	New	New	4	4	4	3	3	3
	Compliance to HR policies and Procedures enforced	Number of monitoring activities conducted	New	New	New	4	4	4	4	4	4
			Marketing and Communications								
	Create awareness of KZN as the preferred trade and investment destination.	Number of strategic marketing campaigns and activations	New	New	New	4	4	12	12	12	12

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited /Actual Performance		Estimated Performance		MTEF Period				
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
	"Proudly Made in KZN" awareness campaigns facilitated	Number of "Proudly Made in KZN" and "Buy Local" awareness campaigns	New	New	New	12	12	12	12	12	12
	Strategic stakeholder and media engagements	Number of strategic stakeholder and media engagements	New	New	New	6	12	12	12	12	12
	Annual Report	Produce the Annual Report in line with the Treasury and AG stipulated deadlines	New	New	New	1	1	1	1	1	1
	Enhance the visibility of organisational activities through digital platforms	Develop and Manage TIKZN digital Platforms	New	New	New	6	6	6	6	6	6

Outcome 8 - International relations, investment attraction and destination marketing

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance 2017/18	2018/19	2019/20	Estimated Performance 2020/21	MTEF Period 2021/22	2022/23	2023/24
International Relations and Destination Marketing (Gauteng Office)									
8. International relations, investment attraction and destination marketing	Investment targeting and lead generation as a component of FDI cycle	Number of Qualified leads generated (e-leads)	45	50	55	45	50	55	60
	International trade and investment initiatives facilitated	Number of international marketing initiatives implemented (online)	20	22	25	12	12	12	12
	Strategic sessions hosted with trade and investment strategic partners	Number of investment, trade, sector-based, international organization platforms (online)	20	25	30	30	30	35	35
	Intra-provincial trade platforms for KZN companies	Number of intra-trade platforms created for KZN companies	New	New	New	20	20	25	25

3. Output Indicators: Annual and Quarterly Targets

Tabulated below are the outcome indicators for each programme over the medium-term period as well as the qualitative targets for each indicator.

Output Indicator 1 – Investment Promotion

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Rand value of new domestic and foreign investments committed	R2billion	R500m	R500m	R500m	R500m
Number of jobs created from new projects.	3000	750	750	750	750
Number of successful investment opportunities facilitated for priority groups (youth/ women/PWD/ black-owned)	8	2	2	2	2
Number of high impact and catalytic projects facilitated/implemented with a focus on localisation and import replacement.	10	-	-	-	10
Number of international investment and trade platforms hosted (buying, selling and investment generation, e-lead Generation)	10	-	-	5	5
Number of investment conferences coordinated in the province	1	-	-	-	1

Output Indicator 2 – Export Development and Promotion

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Rand value increase in the turnover of KZN Exporters (Existing and Seasoned) assisted.	Rand value base year to be determined during 2020/21	-	-	-	Rand value base year to be determined during 2020/21
Number of markets access platforms created for companies	60	0	20	20	20
Number of jobs created by KZN Exporters assisted.	500	125	125	125	125
Number of Export Ready and registered companies developed	40	5	15	15	5
Number of Existing and Seasoned Exporters assisted with focused Training and Capacity Building	60	10	20	20	10
Number of exporting deals/orders secured for KZN Exporters in New Markets	100	20	30	30	20

Output Indicator 3 – Business Retention and Expansion

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Business Retention and Expansion					
Number of distressed businesses supported through business retention interventions.	100	25	25	25	25
Rand value of expansion projects committed.	R500m	R125m	R125m	R125m	R125m
Number of jobs created and retained from expansion projects.	1000	250	250	250	250
Number of businesses supported with enterprise /supplier development intervention undertaken Covid-19	80	0	30	20	30
Number of precinct revitalisation projects facilitated/implemented	3	-	-	-	3

Output Indicator 4 – Office of Chief Executive Officer

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Strategy and Operations					
Number of Corporate Strategy, Annual Performance Plans and Operational Plans (including monitoring and evaluation framework)	1	-	-	-	1
Number of strategic partnerships/ programs created and/or leveraged	4	1	1	1	1
Number of Action Work Group Engagements (Covid-19 and workstreams)	10	-	-	-	10
Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk register)	95%	-	-	-	95%

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
One Stop Shop (One-SS)						
Number of business support interventions in support of Covid-19 relief measures		4000	2000	1000	500	500
Number of high impact projects resolved through project brokering support interventions		4	1	1	1	1
Number of strategic partnerships with District Development Agencies for One SS services.		4	1	1	1	1
Number of district delivery model engagements with KZN Growth Coalition strategic support interventions		11	-	-	-	11

Output Indicator 5 – Knowledge Management

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
Number of investment and export led investment projects packaged for investors and traders (localisation/import substitution)		11	-	-	-	11
Number of comprehensive Sector profiles with insights, positioning TIKZN positively to undertake its mandate		16	4	4	4	4
Number of KZN Business Reports by (Province and eThekweni Metro), and trade investment publications. including in support of Covid-19		5	-	-	-	5
Number of Quarterly KZN Economic Overviews, trend analysis, board reports and country targeting reports and Business Intelligence documents		13	3	4	3	3
Number of policy advocacy initiatives facilitated – (e-platform)		3	-	-	-	3
Information Technology						
Number of digitisation initiatives implemented for TIKZN		3	-	1	1	1
Number of ICT infrastructure systems implemented		8	2	2	2	2

Output Indicator 6 – Support Services

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Finance					
Clean Audit Report	1	-	-	1	-
Percentage of internal audit findings resolved prior to AG Audit	95%	-	-	-	95%
Improve on B-BBEE rating for TIKZN	Level 4	-	-	-	Level 4
Percentage of payments made within 30 days to TIKZN suppliers	95%	95%	95%	95%	95%
Human Resources					
Annual performance reviews	100%	-	100%	-	100%
Number of staff trained (e-platforms)	100%	25%	25%	25%	25%
Number of organisational development programmes implemented (e-platforms)	4	1	1	1	1
Number of monitoring activities conducted	4	1	1	1	1
Marketing and Communications					
Number of strategic marketing campaigns and activations	4	1	1	1	1
Number of "Proudly Made in KZN" and "Buy local" awareness campaigns	12	-	4	4	4
Number of strategic stakeholder and media engagements	6	1	2	2	1
Produce the Annual Report in line with the Treasury and AG stipulated deadlines	1		1		
Develop and Manage TIKZN digital Platforms	6	1	2	2	1
Output Indicators					
International Diplomatic Relations and Destination Marketing (Gauteng Office)					
Number of Qualified leads generated (e-leads)	45	10	10	10	15
Number of international marketing initiatives implemented (online)	12	3	3	3	3
Number of investment, trade, sector-based, international organization platforms (online)	30	5	10	5	10
Number of intra-trade platforms created for KZN companies	20	5	5	5	5

4. Explanation of planned performance over the medium-term period

- a) The contribution of the TIKZN programmes and outputs to achieving the intended outcomes and impact in the Strategic Plan and the institution's mandate including, those related to priority groups are tabulated below:

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
<p>The mandate of TIKZN, as per <i>Trade & Investment KwaZulu-Natal Act, Act No.5 of 2010</i>, is to:</p> <ul style="list-style-type: none"> 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 markets of the Province; Foster trade and investment within the Province; Develop a Provincial 	<p>1. Investment Promotion and Facilitation</p>	<p>1. Growth and expansion (including transformation) of the economy through new Greenfields fixed investments</p>	<p>New fixed domestic and foreign investments committed in the KZN province</p>	<p>The proposed outputs comprise a segmented and targeted approach to investment promotion i.e. investment promotion and facilitation segmented by international and domestic, as well as including outputs for high impact projects and job creation for impact. The impact per region will be measured by Rand value investment, number of (potential) jobs created and number of jobs created from priority group (youth, women, PWD black-owned) investment opportunities. The latter will assist in TIKZN playing a key role in stimulating much needed economic growth of the province through new fixed investments, whilst facilitating radical economic transformation imperatives of the province. The intended outputs will consider the impact of the Covid-19 pandemic on the local economy.</p>
			<p>Investment project opportunities facilitated for black owned youth, women, PWD</p> <p>High impact projects facilitated</p>	

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
<p><i>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, as TIKZN is a 3(c)-public entity</i></p>	<p>2. Export and Trade</p>	<p>3. Growth and expansion (including transformation) of the economy through export promotion activities</p>	<p>Increased turnover by existing and seasoned exporters assisted by TIKZN E-trade platforms / missions for KZN companies Increase in jobs created by exporters assisted by TIKZN from a Development and Promotion perspective Develop companies for export readiness in Youth, Women and PWD groups Develop companies to increase their Export propensity KZN Exporters assisted to access New Markets through TIKZN facilitation</p>	<p>There is a need for the organization (and significant opportunity), to further, grow and strengthen export and trade initiatives, whilst the Covid-19 pandemic is unresolved this will include the use of and facilitation of access to e-platforms for exporters, Output indicators have been developed with Rand value (increase in business turnover) and number of jobs created as key indicators per each segment. In addition, business growth by turnover has been included. The achievement of outputs (increase in turnover and number of jobs of export and trade businesses (with focus on priority groups) in various market segments will assist businesses to become export ready and business savvy, and provide market access opportunities for businesses locally and abroad, and ultimately assist to grow and develop an inclusive and transformed economy.</p>
	<p>3. Business Retention and Expansion</p>	<p>4. Transforming of the economy through expansion and retention of investments and jobs.</p>	<p>Distressed businesses supported through business retention interventions Expansion projects committed Potential jobs created and retained from expansion projects</p>	<p>The meeting of outputs (reducing business closure/ business retention, existing business growth and expansion, and high impact/ precinct projects facilitation for inclusive economic growth) is envisaged to achieve the intended impact of retaining and expanding existing businesses, whilst championing potential anchor projects to transform and catalyse the KwaZulu-Natal economy. In addition business growth by turnover has been included. . TIKZN will place an emphasis on assisting businesses impacted by the pandemic</p>

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
	<p>4. Office of the Chief Executive Officer</p>	<p>5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction</p>	<p>Businesses supported with enterprise development initiatives (Covid-19) Precinct revitalisation projects facilitated Corporate strategy, APP and monitoring and evaluation framework Strategic partnerships created / leveraged Through contribution to Action Work Group engagements, realise economic development/investments in KZN Risks identified and properly mitigated or resolved Increased number of services offerings available at the One SS High impact projects resolved through project brokering support interventions Satellite District One SS established District Delivery Model engagements with KZN Growth Coalition</p>	<p>to save jobs and ensure the sustainability of businesses in KZN.</p> <p>The proposed outcome indicators are intended to strengthen the strategic focus of the organization, build effective partnerships for leveraged and value-added resourcing, strengthen advocacy and policy efforts, ensure that the operational risk of the organization is reduced, prioritise organizational resourcing to ensure a return of investment, and to grow and build investor confidence in KZN post the Covid-19 pandemic.</p> <p>The prioritised focus on four key areas (i.e. strategy, strategic risk, policy and advocacy and stakeholder engagements) by the CEO is envisaged to allow for achievement of impact with respect to good leadership, governance and strategic direction for the organization for a conducive business environment.</p> <p>Key outcome indicators such as increasing points of physical presence in the province (such as the 'One SS' facility (currently housed at TIKZN's headquarters in Durban) is meant to ensure convenient and accessible service is provided to potential domestic investors and local enterprises. A key measure would be the number of business interventions facilitated via the One SS across the province. The One SS will be a primary contact point in assisting KZN business to access various government support measures</p>

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
			strategic support	introduced to provide relief to businesses impacted by the pandemic.
	5. Knowledge Management	6. An enabling business environment through improved knowledge and business intelligence	New investment packaged projects to stimulate the KZN economy Post-Covid-19	Knowledge management will package investment opportunities for KwaZulu-Natal to attract local and foreign direct investments in prioritized, industrial and service sectors, including those sectors that will respond directly to the post Covid-19 pandemic. The output will feed into the investment pipeline managed by the Investment Promotion business unit
			Develop Sector profiles	Sector profiles on industrial and service sectors will be developed, to get a better understanding of what is transpiring in the sectors and to share this knowledge with internal and external relevant stakeholders. It further provides a bases for development of concept documents which in turn could be converted into a packaged investment opportunity. Sector profiles outputs can be in the form of a sector fact sheet or a comprehensive sector analysis.
			Ease of Doing Business in KZN Assessment, TIKZN investment and trade publications published	This indicator will contribute updated information into publications that are developed by key stakeholders internally and externally thus improving ease of doing business and providing relevant business intelligence/information to grow the economy and provide investors with an array of

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
		<p>9. Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology</p>	<p>Quarterly Economic Overview and Market trend analysis reports for KZN</p> <p>Policy advocacy initiatives facilitated</p> <p>Business improvement digitisation platforms for TIKZN</p> <p>TIKZN's ICT infrastructure systems</p>	<p>information to make strategic business decisions about investing in the province. This output is largely a collective responsibility with key internal and external stakeholder involvement.</p> <p>The Quarterly Economic Overview is meant to provide the organizations (including potential investors and clients) with economic and market trends pertaining to key business/sector/ environmental trends that will influence the organization with respect to decision-making, including research surrounding the impact of Covid-19 on the KZN economy.</p> <p>The outcome of this indicator includes the communication of challenges and obstacles that need to be overcome and the identification of new opportunities that are available to improve the climate of doing business and of attracting investment and improving the export potential of the province. Further outcomes would also include participation in and hosting of, sessions that aimed at addressing this.</p> <p>The organisation will implement ICT solutions for internal and external stakeholder and further develop its capacity to work and deliver its services through virtual platforms.</p>

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
	6. Support Services	7. Effective service delivery through integrated and strategic support to the organization.	<p>Clean audit report</p> <p>Internal audit findings resolved prior to AG Audit</p> <p>B-BBEE Score Card improved</p> <p>Timely payments to TIKZN suppliers within 30 days</p> <p>Enhanced balance scorecard performance management system introduced and implemented</p> <p>Critical skills developed and talent managed to drive a high-performance culture</p> <p>Organisational development programmes implemented</p> <p>Compliance to HR policies and Procedures enforced</p> <p>Create awareness of KZN as the preferred trade and investment destination</p>	<p>The key support functions of the organization comprise Finance (and compliance risk), HR, Marketing (organizational) and IT services (organizational) provide support across all the other programmes of the organization. In addition to managing regulatory compliance, this integrated support programme is intended to provide strategic input into the line function programmes to help improve impact, effectiveness and productivity, and help the organization achieve intended outcomes and impact across all other key programmes/ areas, in addition to its own.</p> <p>Being a knowledge-based entity, the HR function of TIKZN has a strategic role in ensuring that the requisite key skills are in place/ developed and that knowledge is nurtured and strengthened to allow for effective delivery of services (improving the organizational impact). The HR function will develop programmes to equip staff for remote functioning through various e-platforms.</p> <p>The outcome indicators are meant to provide integrated strategic support to the organization and relate to receiving an unqualified audit as part of compliance, understanding the current skills gaps for improving/ strengthening, including organogram realignment to skills requirement, and impact-oriented performance management within the organization. Fulfilling this outcome is key critical to the organization fulfilling its other key outcomes, and hence its ability meet its required impact obligations</p>

TIKZN Mandate	TIKZN Programmes	TIKZN Outcomes	TIKZN Output	Explanation of Contribution of Outputs to Achieving Intended Outcomes and Impact in the Strategic Plan
			<p>"Proudly Made in KZN" awareness campaigns facilitated.</p> <p>Strategic stakeholder and media engagements.</p> <p>Annual Report</p> <p>Enhance the visibility of organisational activities through digital platforms</p>	
		8. International relations, investment attraction and destination marketing	<p>Investment targeting and lead generation as a component of FDI cycle</p> <p>International trade and investment initiatives facilitated</p> <p>Strategic sessions hosted with Trade & Investment strategic partners</p> <p>Intra-provincial trade platforms for KZN companies</p>	<p>The TIKZN Gauteng office would continue to play an integral role in marketing the province of KZN to potential investors, including through the use of virtual platforms.</p> <p>Targeted destination marketing and rand value investments facilitated (segmented by domestic, regional and international investors and priority groups), are envisaged to achieve the intended economic growth impact in an inclusive manner, i.e. to promote and facilitate new fixed investments in the province of KZN. .</p>

b) A description of planned performance in relation to the programme's outputs is tabled below:

Output	Description for year 1 (2020/21)
Outcome 1. Growth and expansion (including transformation) of the economy through new Greenfields fixed investments	
New fixed domestic and foreign investments committed in the KZN province.	A rand value target of R2 Billion has been set as the target for new domestic and foreign investment in the province for 2020/21
New jobs created from domestic and foreign investments.	The targeted number of potential jobs to be created from investments in the province is 3000 for the period.
Investment project opportunities facilitated for black owned youth, women, PWD.	Project facilitation for priority groups is a priority for TIKZN and a target of 8 companies from priority groups will be assisted during the 2020/21 year.
High impact projects facilitated.	Projects that are catalytic and can transform both the spatial imbalances and unemployment have a target of 10 projects for the year.
Outcome 2. Increased investment opportunities through targeted destination marketing	
Destination marketing activations facilitated to create new investments	The number of international investment generation activities for the year will be 22 activities.
Provincial / International online investment conference / Webinars hosted	1 provincial investment conferences will be held as part of the destination marketing activities for the year.
Outcome 3. Growth and expansion (including transformation) of the economy through export promotion activities	
Increased turnover by existing and seasoned exporters assisted by TIKZN.	Rand value of export turnover for existing KZN exporters who will be assisted for 2020/21. Base to be determined.
E-trade platforms / missions for KZN companies	60 KZN businesses will be assisted with access to e-trade platforms during 2020/21.
Increase in jobs created by exporters assisted by TIKZN from a development and promotion perspective.	Number of jobs created by exporters assisted is targeted at 500 for the year.
Develop companies for export readiness (Youth, Women and PWD groups).	40 companies from priority sectors will be assisted with export readiness during the year
Develop companies to increase their Export propensity.	60 companies will be assisted with training and capacity building to increase their export capacity.
KZN Exporters assisted to access New Markets through TIKZN facilitation.	TIKZN will facilitate access to market for 100 KZN Exporters during the year

Output	Description for year 1 (2020/21)
Outcome 4. Transforming of the economy through expansion and retention of investments and jobs	
Distressed businesses supported through business retention interventions.	100 distressed businesses will be afforded assistance during the year as part of the Business Retention and Expansion programme
Expansion projects committed.	Business Retention and Expansion has set a target of R500m in expansion projects for 2020/21
Potential jobs created and retained from expansion projects.	Business Retention and Expansion has set a target of 1000 potential jobs from expansion projects.
Businesses supported with enterprise development initiatives Covid-19.	80 businesses will be assisted to access enterprise development/ supplier development initiatives during 2020/21
Precinct revitalisation projects facilitated.	3 new project revitalisation projects will be initiated during the year as part of the outcome to create jobs and investment in the province
Outcome 5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction	
Corporate Strategy, Annual Performance Plan and monitoring and evaluation framework	The annual Corporate Strategy, Annual Performance Plan and Operational Plan (including Monitoring and Evaluation Framework) will be completed
Strategic partnerships created / leveraged.	4 strategic partnerships will be developed to leverage the Partner to Develop model, during the year
Through contribution to Action Work Group engagements, realise economic development/investments in KZN	10 Action Work Group engagements will be facilitated to improve delivery on the TIKZN mandate
Risks identified and properly mitigated or resolved	95% of risks will be identified and addressed during the risk management process for 2020/21
Increased number of services offerings available at the One SS.	TIKZN will support 4000 KZN businesses with access to Covid-19 related Government support measures during 2020/21 through the One SS.
High impact projects resolved through project brokering support interventions.	4 high impact projects will be brokered, and support provided for to attract investment to the province
Satellite District One SS established	TIKZN will engage District Development Agencies to increase the presence of the One SS to 4 more locations in 2020/21
District Delivery Model engagements with KZN Growth Coalition strategic support interventions	TIKZN will engage in 11 District Delivery models with each of the districts of the province

Output	Description for year 1 (2020/21)
Outcome 6. An enabling business environment through improved knowledge and business intelligence	
New investment packaged projects to stimulate the KZN economy post Covid-19.	11 projects will be packaged, including but not limited to business plans, feasibility studies etc
Develop Sector profiles.	16 Comprehensive sector profile reports will be developed during 2020/21 to create an enabling environment for business in KZN
Ease of Doing Business in KZN Assessment, TIKZN investment and trade publications published	2 Ease of Doing Business Assessments and 3 trade publications will be completed
Quarterly Economic Overview and Market trend analysis reports for KZN	4 Quarterly economic overview reports for KZN and 9 trend analysis reports will be completed during 2020/21
Policy advocacy initiatives facilitated	TIKZN will facilitate and/or contribute towards 3 policy advocacy initiatives, to enable economic growth in the province.
Business improvement digitisation platforms for TIKZN.	3 digitisation initiatives are planned to be implemented for TIKZN
TIKZN's ICT infrastructure systems or solutions	8 ICT infrastructure systems implemented during the year to support the organisation in implementing its mandate
Outcome 7. Effective service delivery through integrated and strategic support to the organization	
Clean audit report	The finance department will prepare for audit to ensure a clean audit report for 2020/21
Internal audit findings resolved prior to AG Audit	95% of Internal audit findings raised, will be resolved prior to completion of the 2020/21 audit
BBBEE Score Card improved	TIKZN will aim to improve its B-BBEE score to Level 4 during the year
Timely Payments to TIKZN suppliers within 30 days	To ensure compliance with government policy 95% of suppliers will be paid within 30 days
Enhanced balance scorecard performance management system introduced and implemented	Annual Performance Reviews will be carried out for all staff members during 2020/21
Critical Skills Developed and Talent managed to drive a high-performance culture.	Staff training will be conducted for all staff to ensure a high-performance culture
Organisational development programmes implemented	4 Organisational development programmes will be held to ensure the values of the organisation are entrenched
Compliance to HR policies and Procedures enforced	Monitoring activities will be conducted to ensure compliance with policies and procedures. 4 activities will be conducted during 2020/21

Output	Description for year 1 (2020/21)
Create awareness of KZN as the preferred trade and investment destination.	Marketing and Communications will facilitate 4 campaigns or activation both domestic and international during 2020/21
"Proudly Made in KZN" awareness campaigns facilitated.	12 'Proudly Made in KZN' and "Buy Local" awareness campaigns will be facilitated to promote the province during 2020/21
Strategic stakeholder and media engagements.	6 stakeholder and media engagements will be held during 2020/21 to promote the province
Annual Report	The Marketing and Communications business units will produce the organisation's annual report within the stipulated treasury and the Auditor General deadlines
Enhance the visibility of organisational activities through digital platforms	The Marketing and Communications business units will manage 6 TIKZN digital platforms to enhance the visibility of the KZN destination as well as the organisation
Outcome 8. International relations, investment attraction and destination marketing	
Investment targeting and lead generation as a component of FDI cycle.	The Gauteng Office will generate 45 leads to promote KZN during 2020/21
International trade and investment initiatives facilitated	12 International Trade and Investment initiatives will be facilitated by the Gauteng Office to promote KZN
Strategic sessions with Trade and Investment strategic partners	30 events to be hosted with strategic partners
Intra-provincial trade platforms for KZN companies	20 KZN companies will be assisted to secure intra provincial trade orders during the 2020/21 year

5. Programme Resource Considerations

The budget below has been allocated as per the initial instruction of National Treasury to EDTEA that ALL departments are to include a 5% cut to their 2020/21 equitable share baseline (as tabled in the 2019/20 EPRE) – a 6% cut to 2021/22 and a 7% cut to 2022/23. The budget has been allocated to achieve the mandate of the TIKZN which is an economic development agency to attract foreign and domestic investment and to generate exports and export capacity in the Province. The operational costs for each programme are tabled below:

SUB PROGRAMMES	SUB. PROG. NO.	BASELINE			MTEF		
		BASE YEAR 19/20	Approved Rollover / Virement	Revised Budget 19/20	BUDGET FY 20/21	BUDGET FY 21/22	BUDGET FY 22/23
ORGANISATIONAL EXPENDITURE							
CORPORATE SERVICES	P1	43 566 703	13 110 000	56 676 703	44 080 522	46 337 806	48 752 903
- Office Of the CFO		14 073 486	-	14 073 486	14 426 320	15 114 319	16 329 185
- Human Resources & Management		6 058 593	1 000 000	7 058 593	6 323 278	6 895 713	7 326 657
- Executive Management		10 472 023	4 630 000	15 102 023	11 217 530	11 954 585	12 740 395
- Board		2 582 572		2 582 572	2 718 217	2 919 553	3 074 289
- Marketing and Communication		10 380 029	7 480 000	17 860 029	9 395 177	9 453 637	9 282 376
INVESTMENT PROMOTION	P2	23 206 466	8 005 000	31 211 466	18 195 575	23 451 259	24 467 955
- Pre- Investment Promotion		15 557 762	2 250 000	17 807 762	10 857 030	15 750 757	16 429 266
- Post- Investment Promotion		7 648 704	5 755 000	13 403 704	7 338 545	7 700 503	8 038 689
EXPORT & TRADE DEVELOPMENT	P3	9 572 600	1 323 000	10 895 600	9 701 017	10 114 822	10 469 972
KNOWLEDGE MANAGEMENT	P4	12 349 220	10 250 000	22 599 220	13 191 677	13 829 625	14 419 491
PROGRAMME TOTALS		88 694 989	32 688 000	121 382 989	85 169 592	93 733 512	98 110 321
ADD:							
CAPITAL EXPENDITURE		996 011	500 000	1 496 011	794 960	747 808	656 039
TECHNICAL ASSISTANCE FUND (TAF)		-	2 394 000	2 394 000	-	-	-
OVERALL TOTAL EXPENDITURE		89 691 000	35 582 000	125 273 000	85 963 751	94 481 320	98 766 360

Noting the reprioritised budget directive as per the recent instruction from National Treasury to EDTEA therefore TIKZN has now been allocated R76 815 000. The budget has been allocated to achieve the mandate of the TIKZN which is an economic development agency to attract foreign and domestic investment and to generate exports and export capacity in the Province. TIKZN has accordingly re-prioritised the available funds to cover essential operational costs to deliver on programme performance indicators. The table below are tabled below:

Trade & Investment Kwa-Zulu Natal
SUMMARIZED BUDGET REPORT BY CATEGORY OF ITEMS
SUB PROGRAMMES 1-6 (SUMMARY)

ACCOUNT NAME	MTEF		
	BUDGET FY 20/21	BUDGET FY 21/22	BUDGET FY 22/23
HUMAN RESOURCES COSTS	43 570 607	52 581 170	56 156 689
TRAVEL & ACCOMMODATION	1 198 000	4 381 461	4 586 677
ADMIN & OPERATIONAL COSTS	19 240 838	18 458 934	19 496 183
CONSULTANCY FEES	7 797 524	2 373 724	1 859 547
INTERNATIONAL MARKETING	324 194	6 631 340	6 820 565
INWARD MISSIONS	2 261	963 168	744 495
EXPORT PROMOTIONS	1 700 000	2 047 856	2 156 392
MARKETING	2 781 577	4 209 802	3 693 182
CAPITAL COSTS	200 000	747 808	656 039
TOTAL	76 815 000	92 395 263	96 169 771

6. Updated Key Risks

The current economic climate is one that presents significant risks but also creates potential opportunities for the province, amongst these risks are the Covid-19 pandemic and the ongoing low economic growth, tabulated below are key risks and mitigants.

Outcome	Key Risk	Risk Mitigation
Outcome 1 - Growth and expansion (including transformation) of the economy through new Greenfields fixed investments.	<ul style="list-style-type: none"> • Sluggish economy with low growth rates • Covid-19 • Poor national infrastructure (eg power supply) • The increased cost of doing business 	<ul style="list-style-type: none"> • Policy and advocacy focus of the organisation • The planned economic war room • Stakeholder engagement elevated to the office of the CEO
Outcome 2 - Increased investment opportunities through targeted destination marketing	<ul style="list-style-type: none"> • Sluggish economy with low growth rates • Increased competition 	<ul style="list-style-type: none"> • Partner to deliver (do more with less)
Outcome 3 - Growth and expansion (including transformation) of the economy through export promotion activities	<ul style="list-style-type: none"> • Sluggish Economic Growth • Covid-19 • Weak/ Poor performing currency • Skills deficit • Declining Manufacturing base • None tariff Trade Barriers (especially in Africa) • Inadequate support mechanisms to bring about economic transformation • In adequate resources (human and financial) • Xenophobia /Corona Virus • Confidentiality from a Company Information sharing perspective 	<ul style="list-style-type: none"> • Requisition incentives to support Manufacturers (especially SME's) • Practical solutions at factory level (increase sustainability and productivity, raw material sourcing, tooling support etc.) • Develop SLA's with Companies based in sound incentives offered • Nondisclosure Agreements • Balance between Outcomes and Impact Indicators
Outcome 4 - Transforming of the economy through expansion and retention of investments and jobs	<ul style="list-style-type: none"> • Sluggish economy with low growth rates • Poor national infrastructure (e.g. 	<ul style="list-style-type: none"> • Policy and advocacy focus of the organisation • The planned economic war room

Outcome	Key Risk	Risk Mitigation
Outcome 5 - Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	<ul style="list-style-type: none"> • Skills deficit / vacancies in the organisation • Continued less focus on strategy • Duplicate of role with peer organisations 	<ul style="list-style-type: none"> • Focused organisation
Outcome 6 - An enabling business environment through improved knowledge and business intelligence	<ul style="list-style-type: none"> • Skills deficit / vacancies in the organization • Inadequate resources (human and financial) • Confidentiality from a Company Information sharing perspective • Sluggish economy with low growth rates 	<ul style="list-style-type: none"> • Partner to deliver (do more with less)
Outcome 7 - Effective service delivery through integrated and strategic support to the organization	<ul style="list-style-type: none"> • Prevalence of siloed mentality in the organisation 	<ul style="list-style-type: none"> • Increased focus on internal engagement
Outcome 8 - International relations, investment attraction and destination marketing	<ul style="list-style-type: none"> • Moody's rating downgrade to sub-investment grade 	<ul style="list-style-type: none"> • Increased focus on regional and national marketing

7. Public Entities

Name of Public Entity	Mandate	Outcomes
Dube Trade port	Primarily to facilitating economic growth and attracting long term investment to the Province	Facilitation of priority sector projects.
Richards Bay IDZ	To provide a conducive environment that attracts appropriate investment for sustainable economic development.	Facilitation of priority sector projects.
Tourism KwaZulu-Natal	To collaborate in the air-route development for KwaZulu-Natal in order to market and promote KZN as an investment destination and a magnet for tourists	Create inter-connectivity for airlines through Durban
KZN Film Commission	To provide a conducive environment that attracts film sector investment for sustainable economic development.	Facilitation of the film sector investment projects and to market KZN's value proposition for film makers

8. Infrastructure Projects

No	Project Name	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Year Expenditure
1.	National Dept of Tourism Project	Investment Promotion	Lilani Hot springs and Bhanga Nek	Tourism Project	01 st April 2020	31 March 2021	R43m	R43m

9. Public-Private Partnerships (PPPs)

PPP Name	Purpose	Output	Partners	Current Value of Agreement	End-date of Agreement
One Stop Shop (One-SS)	Province-wide, OSS facilities through key strategic partnerships (for high impact projects resolved through project brokering support interventions)	One Stop Shop	District Development Agencies/	DTIC Funding of OSS	2023
Investment Promotion and Facilitation.	Province-wide facilitation of new Greenfields fixed investment projects	Facilitation of new Greenfields fixed investment projects	District Development Agencies/IDC	TIKZN Ops Budget	Ongoing
Export	Province-wide training and capacity development of emerging and seasoned exporters (focus on priority groups)	Training and capacity development of emerging exporters	District Development Agencies	TIKZN Ops Budget	Ongoing
Business Retention and Expansion	Province-wide enterprise and supplier development programmes (focus on priority groups)	Enterprise and Supplier Development programmes	District Development Agencies/SEDA	TIKZN Ops Budget	Ongoing
Business Retention and Expansion.	Facilitation of expansion projects for job creation, key sector development and economic growth	Expansion projects and key sector development	IDC/NEF/Ithala/KZN Growth Fund	TIKZN Ops Budget - TAF	Ongoing
Business Retention and Expansion	Precinct revitalisation projects facilitated/ implemented (for the rehabilitation, regeneration and expansion of existing industrial/ business parks	Precinct revitalisation of existing industrial/business parks	District Development Agencies/	TIKZN Ops Budget - BSF	Ongoing

Part D: Technical Indicator Descriptions (TID)

The Technical Indicator Descriptions below provide a detailed description of each indicator including definition and the means of verification and calculation for each indicator

Outcome 1 - Growth and expansion (including transformation) of the economy through new Greenfields fixed investments

Indicator Title	<ul style="list-style-type: none"> • Rand value of new domestic and foreign investments committed
Definition	<ul style="list-style-type: none"> • The value of domestic investment committed to the province over the five-year period
Source of data	<ul style="list-style-type: none"> • Commitment letter from the client specifying the Rand value of the investment committed
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of commitment letters received
Assumptions	<ul style="list-style-type: none"> • The organisation will conduct specific investment promotion and facilitation activities to attract domestic and foreign investment respectively into the province
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder/ Government • Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations), including development financiers, business development agencies • Business • Chambers of Commerce • Industry associations • Communities (civil society) • Priority groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones (SEZs) • Industrial Hubs/ Parks • Rural and Township Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • R 2 Billion in domestic investment attracted
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Investment Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of jobs created from new projects
Definition	<ul style="list-style-type: none"> • The number of jobs that could be created through new Greenfields fixed investment projects (domestic and foreign) committed to the province
Source of data	<ul style="list-style-type: none"> • Commitment letter from the client specifying the potential number of jobs that could be created
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of commitment letters received
Assumptions	<ul style="list-style-type: none"> • The organisation will conduct specific investment promotion and facilitation activities to attract domestic and foreign investment respectively into the province
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder/ Government • Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations), including development financiers, business development agencies • Business • Industry associations • Communities (civil society) • Unemployed individuals targeting priority groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All districts targeted. • SEZs • Industrial Hubs • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 3000 jobs created
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Investment Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of successful investment opportunities facilitated for priority groups (youth/ women/PWD/ black-owned)
Definition	<ul style="list-style-type: none"> • Successful investment opportunities facilitated for priority groups in the KZN province
Source of data	<ul style="list-style-type: none"> • 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 / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of client enquires, service plan and completed templates
Assumptions	<ul style="list-style-type: none"> • The organisation will target the facilitation of investment opportunities for priority groups
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Priority groups: <ul style="list-style-type: none"> ○ Target for Women: 60% ○ Target for Youth: 40% ○ Target for People with Disabilities: 5% ○ Target for black-owned: 100%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Province wide (all districts targeted) • SEZs • Industrial Hubs/ Parks • Rural and Township Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 8 investment opportunities facilitated
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Investment Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of high impact and catalytic projects facilitated/implemented with a focus on localisation and import replacement
Definition	<ul style="list-style-type: none"> • Facilitation/implementation of high impact and catalytic projects, which are projects with significant job creating and economic development / growth potential, meant to catalyse or stimulate growth of the KZN economy
Source of data	<ul style="list-style-type: none"> • 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 / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of client enquires, service plan and completed templates
Assumptions	<ul style="list-style-type: none"> • The organisation will facilitate high impact and catalytic projects during the period • Due diligence and feasibility on projects to establish if high impact / growth potential • 'Partner to deliver' model in implementation to leverage resourcing • In some instances (such as where there is limited in-house resourcing for implementation), TIKZN will play a facilitatory role
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations), including development financiers, business development agencies • Business • Industry associations • Communities (civil society) • Priority groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/ Parks • Rural and Township Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 10 projects facilitated/implemented
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Investment Promotion

Outcome 2. Increased investment opportunities through targeted destination marketing

Indicator Title	<ul style="list-style-type: none"> • Number of International investment and trade platforms hosted (buying, selling and investment generation, E-Lead generation)
Definition	<ul style="list-style-type: none"> • International investment generation activities facilitated/ implemented (both inward and outward bound) by the IP&F Unit
Source of data	<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.
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of approved itineraries, submissions and close out reports
Assumptions	<ul style="list-style-type: none"> • The IP&F Unit of TIKZN will be responsible for key and specific investment generation activities (inward and outward) • The IP&F activities of the Unit may be impacted for 2020 period, given the impact of Covid-19 pandemic
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Potential Investors • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Business • Chambers of Commerce • Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/ Parks • Rural and Township Development • Corridor Development
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 10 investment generation activities held
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Investment Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of investment conferences co-ordinated in the province
Definition	<ul style="list-style-type: none"> • TIKZN facilitates an annual Investment Conference in KZN province, as a means to: <ul style="list-style-type: none"> ○ further promote the province as an investment destination of choice, ○ entice potential investors to invest in the province ○ bring together key stakeholders to share learnings/ lessons learnt, particularly during a difficult economy ○ profile the good work being done by TIKZN and the province, and key success stories
Source of data	<ul style="list-style-type: none"> • Approved submission and close out reports for conferences held
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Approved submissions and close out reports
Assumptions	<ul style="list-style-type: none"> • The organisation will facilitate one annual Investment conference during the period • The conference may or may not be likely in the 2020 period, given the impact of Covid-19 pandemic
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Potential Investors • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Business • Chambers of Commerce • Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 1 investment conference held
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Investment Promotion

Outcome 3 - Growth and expansion (including transformation) of the economy through export promotion activities

Indicator Title	<ul style="list-style-type: none"> • Rand value increase in the turnover of KZN Exporters (Existing and Seasoned) assisted.
Definition	<ul style="list-style-type: none"> • Facilitation of key and specific export trade promotion activities that result in the increase in turnover of those KZN Exporters assisted, with the ultimate objective of business growth through export
Source of data	<ul style="list-style-type: none"> • Confirmation letters of the rand value increase of export transactions facilitated for exporters assisted.
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of confirmation letters received
Assumptions	<ul style="list-style-type: none"> • The organisation will assist Exporters and monitor turnover generated as a measure of impact
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Exporters • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations • Exporter Council
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • Rand value base year to be determined in 2020
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Export Development and Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of markets access platforms created for companies
Definition	<ul style="list-style-type: none"> • Facilitation of E-trade platforms or missions for KZN companies to promote exports with the objective of using virtual means to promote the growth of the provincial export sector.
Source of data	<ul style="list-style-type: none"> • Documentary proof of e-trade platforms and attendance of participants
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Confirmation letters from KZN companies of market access opportunities facilitated • Evidence of missions facilitated for companies • Evidence of e-platform • User statistics from e-platforms
Means of verification	<ul style="list-style-type: none"> • Number of attendance registers
Assumptions	<ul style="list-style-type: none"> • The organisation will assist exporters and assist with access to trade platforms
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Exporters • Unemployed Individuals • Exporter Council • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 60 companies assisted
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Export Development and Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of jobs created by KZN Exporters assisted
Definition	<ul style="list-style-type: none"> • Facilitation of key and specific export trade promotion activities that result in the creation of jobs of those exporters assisted, with the ultimate objective of business growth through export.
Source of data	<ul style="list-style-type: none"> • Signed Confirmation letters with staff complements from exporters assisted
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number of jobs (at baseline – before assistance and measured periodically after assistance)
Means of verification	<ul style="list-style-type: none"> • Number of signed confirmation letters
Assumptions	<ul style="list-style-type: none"> • The organisation will assist exporters and monitor jobs created.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Exporters • Unemployed Individuals • Exporter Council • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted. • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 500 new jobs
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Export Development and Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of Export Ready and registered companies developed
Definition	<ul style="list-style-type: none"> • Targeted and specific capacity-building interventions geared for entry level, emerging export companies (and targeting priority groups and sector development) such that they can confidently be branded 'Export-Ready'
Source of data	<ul style="list-style-type: none"> • Signed attendance registers / feedback forms / submission signed by EM or Terms of Reference for the training/ capacity-building intervention
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of feedback forms/attendance registers
Assumptions	<ul style="list-style-type: none"> • The organisation will prepare emerging export companies to export readiness
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Exporters (Priority Groups): <ul style="list-style-type: none"> ○ Target for Women: 60% ○ Target for Youth: 40% ○ Target for People with Disabilities: 5% ○ Target for black-owned: 100% • Exporter Council • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 40 emerging export companies assisted
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Export Development and Promotion

Indicator Title	<ul style="list-style-type: none"> Number of Existing and Seasoned Exporters assisted with focused Training and Capacity Building
Definition	<ul style="list-style-type: none"> Existing and seasoned export companies will be provided with the relevant and targeted training and capacity-building support. Support will be segmented by size of the business so that a needs-based approach to training and capacity building is provided, and businesses from priority sectors in the province (such as agriculture, etc) is targeted
Source of data	<ul style="list-style-type: none"> Signed attendance registers / feedback forms / submission signed by EM or Terms of Reference for the training/ capacity-building intervention
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Number of feedback forms/attendance registers
Assumptions	<ul style="list-style-type: none"> The organisation will prepare existing export companies to export readiness Business training interventions segmented based on size/ needs of the business Selection of business from priority sectors Existing and Seasoned export companies supported
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> KZN-based Export Business (existing/ seasoned) selected based on size i.e. Small, Intermediary, Medium and Large Exporter Council Shareholder/ Government (at different levels/spheres), including District Development Agencies Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies Chambers of Commerce Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All KZN districts targeted. Special Economic Zones Industrial Hubs/Parks Rural Development Development Corridors
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 60 emerging companies assisted
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Indicator Title	<ul style="list-style-type: none"> • Number of exporting deals/orders secured for KZN Exporters in New Markets
Definition	<ul style="list-style-type: none"> • TIKZN to facilitate assistance to KZN Exporters to access new markets
Source of data	<ul style="list-style-type: none"> • Signed feedback forms, Confirmation letter / correspondence
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of feedback forms/confirmation letters
Assumptions	<ul style="list-style-type: none"> • The organisation will assist exporters to access new markets
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Export Companies • Exporter Council • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted. • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 100 exporters assisted
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Export Development and Promotion

Outcome 4 - Transforming of the economy through expansion and retention of investments and jobs

Indicator Title	<ul style="list-style-type: none"> Number of distressed businesses supported through business retention interventions (Covid-19)
Definition	<ul style="list-style-type: none"> Number of distressed companies (companies facing job losses/ retrenchments and poor turnovers) supported through business retention interventions facilitated by TIKZN.
Source of data	<ul style="list-style-type: none"> Letter including other correspondence from the company that received support, indicating the interventions provided
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Number of letters received from companies confirming assistance
Assumptions	<ul style="list-style-type: none"> The organisation will provide/ facilitate structured turnaround assistance to distressed companies Feasibility/ due diligence of distressed business to identify potential for saving/ i.e. jobs to be retained/ created, sector, impact to local communities, etc) TIKZN BR&E to use the partner to deliver model (such as working closely with IDC) to assist the distressed business
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> KZN-based Business Shareholder/ Government (at different levels/spheres), including District Development Agencies Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies Chambers of Commerce Industry associations
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All KZN districts targeted. Special Economic Zones Industrial Hubs/Parks Rural Development Development Corridors
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 100 participants annually
Indicator Responsibility	<ul style="list-style-type: none"> General Manager Business Retention and Expansion

Indicator Title	<ul style="list-style-type: none"> • Rand value of expansion projects committed
Definition	<ul style="list-style-type: none"> • Value of expansion projects (businesses ready to diversify, grow, expand) committed by companies
Source of data	<ul style="list-style-type: none"> • Commitment letter specifying the Rand value of the company expansion project
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of commitment letters received from companies
Assumptions	<ul style="list-style-type: none"> • The organisation will identify and facilitate expansion projects for companies in KZN • Due diligence and business case assessment to be reviewed with key developmental partners (such as IDC)
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Business • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations • Communities where targeted expansion projects take place
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • R 500 million committed annually
Indicator Responsibility	<ul style="list-style-type: none"> • General Manager Business Retention and Expansion

Indicator Title	<ul style="list-style-type: none"> • Number of jobs created and retained from expansion projects
Definition	<ul style="list-style-type: none"> • Number of potential jobs retained and created from expansion projects
Source of data	<ul style="list-style-type: none"> • Confirmation letter from companies assisted specifying jobs retained and created
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of confirmation letters received
Assumptions	<ul style="list-style-type: none"> • Expansion projects aligned to provincial economic priorities and sectors • Due diligence and feasibility mandatory for expansion facilitation • Projects to show focus on priority groups and spatial transformation • The organisation will facilitate targeted BR&E programmes activities to retain and create jobs
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Business • Unemployed Individuals • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations • Communities where targeted expansion projects take place
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted. • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 1000 jobs retained annually
Indicator Responsibility	<ul style="list-style-type: none"> • General Manager Business Retention and Expansion

Indicator Title	<ul style="list-style-type: none"> • Number of businesses supported with enterprise /supplier development intervention undertaken
Definition	<ul style="list-style-type: none"> • Number of businesses supported with business capacity-building initiatives as a result of opportunities presented by enterprise /supplier development initiatives (corporate spend aligned to mandatory B-BBEE Scorecard implementation)
Source of data	<ul style="list-style-type: none"> • 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 BR&E
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of completed templates /enquiry forms
Assumptions	<ul style="list-style-type: none"> • The organisation will identify businesses to support with the enterprise and supplier development initiatives.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Business • Corporates (that invest in ESD initiatives) • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations • Communities where targeted ESD initiatives take place
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 80 businesses supported
Indicator Responsibility	<ul style="list-style-type: none"> • General Manager Business Retention and Expansion

Indicator Title	<ul style="list-style-type: none"> • Number of precinct revitalisation projects facilitated/implemented
Definition	<ul style="list-style-type: none"> • Precincts referred to include industrial parks or business parks/ hubs where businesses are clustered geographically/ regionally that are considered significant to the economy from an employment, GDP contribution and/ or sector development point of view. Some of these parks would require revitalisation/ stimuli support measures (to key issues such as community protests resulting in destruction of factories, job losses/ retrenchments owing to tough economic trading conditions/ climate, etc). TIKZN has a role to play via its BR&E unit to facilitate or where possible implement precinct key industry revitalisation support measures, with key provincial partners
Source of data	<ul style="list-style-type: none"> • Project proposals and approvals by GM and EM BR&E
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of project proposals and approvals by GM and EM BR&E
Assumptions	<ul style="list-style-type: none"> • The organisation will identify precinct revitalisation projects • Partner to deliver model to approach support
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN-based Business • Targeted Industrial Parks/ Business Parks/ Precincts • Shareholder/ Government (at different levels/spheres), including District Development Agencies • Relevant Stakeholders (public and private sector organizations) including development financiers, business development agencies • Chambers of Commerce • Industry associations • Communities where targeted precinct revitalisation projects take place
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts • Special Economic Zones • Industrial Parks • Industrial Hubs • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 3 projects facilitated
Indicator Responsibility	<ul style="list-style-type: none"> • General Manager Business Retention and Expansion

Outcome 5 - Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction

Indicator Title	<ul style="list-style-type: none"> • Number of Corporate Strategy and Annual Performance Plans, including Monitoring and Evaluation Framework
Definition	<ul style="list-style-type: none"> • Development and submission of Corporate Strategy and Annual Performance Plan, including Monitoring and Evaluation Framework
Source of data	<ul style="list-style-type: none"> • Approved Corporate Strategy and Annual Performance Plan, including Monitoring and Evaluation Framework
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Corporate Strategy and Annual Performance Plan, including Monitoring and Evaluation Framework
Assumptions	<ul style="list-style-type: none"> • The organisation will complete its Corporate Strategy and Annual Performance Plan, including Monitoring and Evaluation Framework timeously
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • TIKZN Board
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • Special Economic Zones • Industrial Hubs • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Non – Cumulative
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 1 Completed Corporate Strategy, Annual Performance Plan and Monitoring and Evaluation Framework
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • Executive Manager: Strategy and Operations

Indicator Title	<ul style="list-style-type: none"> • Number of strategic partnerships/programs created and or leveraged
Definition	<ul style="list-style-type: none"> • Leveraged support to strategic programs through formal relationships/collaborations with key partners
Source of data	<ul style="list-style-type: none"> • Signed contracts and programs implemented
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of signed contracts and programs implemented
Assumptions	<ul style="list-style-type: none"> • The organisation will engage with key partners to leverage strategic programs in order to reduce costs and improve delivery on its mandate
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Industry Associations • Chambers • Clusters
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Priority Sectors • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-end)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 4 of strategic partnerships/ programs leveraged
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • Executive Manager: Strategy and Operations

Indicator Title	<ul style="list-style-type: none"> • Number of Action Work Group engagements (Covid-19 and workstreams)
Definition	<ul style="list-style-type: none"> • The CEO is envisaged to play a pivotal role in the PGDP Action Work Group (AWG) such that key projects identified in the PGDP are expeditiously, effectively, and collectively implemented/ actioned. The AWG structure could also be a platform for TIKZN to seek and leverage potential partnerships/ high-impact projects for TIKZN
Source of data	<ul style="list-style-type: none"> • Close out reports/submissions/agenda/minutes of meetings
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of close out reports/agendas/minutes of meetings
Assumptions	<ul style="list-style-type: none"> • The organisation will engage with key partners related to the Action Work Group
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Stakeholders • Strategic Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Priority Sectors • Special Economic Zones • Industrial Hubs/Parks • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-end)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 10 Action Work Group engagements
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • Executive Manager: Strategy and Operations

Indicator Title	<ul style="list-style-type: none"> Percentage of risks identified and properly mitigated or resolved (as identified through the risk management process and documented in the risk register)
Definition	<ul style="list-style-type: none"> Timeous identification and resolution of risks
Source of data	<ul style="list-style-type: none"> Risk register
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Risk register
Assumptions	<ul style="list-style-type: none"> The organisation will implement the required risk management processes
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder TIKZN Board
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> 95% identification and resolution of identified risks
Indicator Responsibility	<ul style="list-style-type: none"> Office of the Chief Executive Officer

Indicator Title	<ul style="list-style-type: none"> • Number of business support interventions in support of Covid-19 relief measures
Definition	<ul style="list-style-type: none"> • The One Stop Shop or One SS is intended to support the key interventions of National Government in providing support to businesses impacted by the Covid-19 pandemic. The OSS is expected to provide holistic support in the form of key information, registration and other key services), using both physical and virtual infrastructure.
Source of data	<ul style="list-style-type: none"> • Approvals and detailed reports • Signed commitment/ pledges by participating entities for service offerings
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of approvals, reports and supporting documents
Assumptions	<ul style="list-style-type: none"> • The organisation will engage with businesses to provide the relevant support • Provincial wide support • Both physical and virtual support • Holistic support for businesses/ potential investors at all levels
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Investors • Exporters • Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Province wide • Priority Sectors • Special Economic Zones • Industrial Hubs • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 4000 business support interventions at One SS entities
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • General Manager: One Stop Shop

Indicator Title	<ul style="list-style-type: none"> Number of high impact projects resolved through project brokering support interventions
Definition	<ul style="list-style-type: none"> The OSS is envisaged to provide a platform to identify potential investors. High impact projects committed through project brokering efforts of the OSS are applicable here
Source of data	<ul style="list-style-type: none"> Project proposals and approvals by GM and EM
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Number of project proposals and approvals
Assumptions	<ul style="list-style-type: none"> The organisation will identify high impact projects
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder Investors Exporters Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Priority Sectors Special Economic Zones Industrial Hubs Rural Development Development Corridors
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 4 projects facilitated
Indicator Responsibility	<ul style="list-style-type: none"> Office of the Chief Executive Officer General Manager: OSS

Indicator Title	<ul style="list-style-type: none"> • Number of strategic partnerships with District Development Agencies for One SS services
Definition	<ul style="list-style-type: none"> • Increase the points of presence of One Stop Shops across the province
Source of data	<ul style="list-style-type: none"> • Agreements and MOUs with District Development Agencies
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of strategic partnerships for OSS services
Assumptions	<ul style="list-style-type: none"> • The organisation will engage with District Development Agencies
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • District Development Agencies • Municipalities • Business
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Priority Sectors • Priority Population Groups
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 4 strategic partnerships
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • General Manager: OSS

Indicator Title	<ul style="list-style-type: none"> • Number of district delivery model engagements with KZN Growth Coalition strategic support interventions
Definition	<ul style="list-style-type: none"> • Effective district delivery model engagements with strategic support of the KZN Growth Coalition, the model of which is government's response to tackle key economic priorities collectively (all spheres of government) and in an integrated manner, and implementing priority projects identified at a district level, using a partner delivery model, including social partners. TIKZN, being a provincial entity, is envisaged to play a key role with respect to implementation of its key projects (such as the One SS) using the district delivery model
Source of data	<ul style="list-style-type: none"> • Close out reports/ submissions/ agenda/ minutes of meetings/resolutions
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of close out reports/agendas/minutes of meetings/agendas
Assumptions	<ul style="list-style-type: none"> • The organisation will engage with key partners related to district delivery models
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Investors • Exporters • Municipalities • Chambers • Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Priority Sectors • Special Economic Zones • Industrial Hubs • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-end)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 11 district delivery model engagements
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • General Manager: OSS

Outcome 6 - An enabling business environment through improved knowledge and business intelligence

Indicator Title	<ul style="list-style-type: none"> • Number of investment and export led projects packaged for investors and traders (localisation/import substitution)
Definition	<ul style="list-style-type: none"> • Packaging of projects for clients (such as business plans)
Source of data	<ul style="list-style-type: none"> • Hard and/or electronic copies of developed business plans and other reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of packed investment-led and/or export-led packaged projects / opportunities, handed over to IP or EDPU
Assumptions	<ul style="list-style-type: none"> • The organisation will assist clients to package projects with relevant stakeholders
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Potential Investors • Business • Development Financiers • Business Support Agencies • District Partners (DDAs, DMs) • Internal Stakeholders
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Priority Sectors • Special Economic Zones • Industrial Hubs • Rural Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-end)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 11 projects packaged
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Knowledge Management

Indicator Title	<ul style="list-style-type: none"> • Number of comprehensive sector profiles with insights, positioning TIKZN positively to undertake its mandate.
Definition	<ul style="list-style-type: none"> • Comprehensive sector profiles providing insights for TIKZN • These profiles to include but not be limited to: <ul style="list-style-type: none"> ○ Global/local performance/ outlook for sector ○ key developments/ trends ○ key policy/ regulation ○ employment/capital /other key indicators ○ trade and/or investment information. ○ investment opportunities. ○ export markets/ targeted customers
Source of data	<ul style="list-style-type: none"> • Inquiry form / completed reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of completed reports / inquiry forms / email requests
Assumptions	<ul style="list-style-type: none"> • The organisation will fulfil requests for information by internal and other parties
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Potential Investors • Business • Shareholder / Government (at different levels/spheres) • Research houses, Academia, • DDAs • Development financiers • Business Support Agencies • Chambers of Commerce • Industry Associations • Internal stakeholders
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • All KZN districts targeted • SEZs • Industrial Hubs/ Parks • Rural and Township Development • Development Corridors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 16 completed reports
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Knowledge Management

Indicator Title	<ul style="list-style-type: none"> • Number of KZN Business Reports by (Province and eThekweni Metro), and trade investment publications including in support of Covid-19.
Definition	<ul style="list-style-type: none"> • Completed Business reports (including Ease of Doing Business) for KZN, that are intended to relay key information to potential investors, and build investor confidence, as well as strengthen the profile of KZN as a destination of choice for investment • Completed trade investment publications for TIKZN and its stakeholders
Source of data	<ul style="list-style-type: none"> • Completed reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of content contributions made by Knowledge Management, towards each of the TIKZN publications
Assumptions	<ul style="list-style-type: none"> • The organisation will complete ease of doing business report and trade investment publications
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Investors • Exporters • Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Municipalities
Calculation Type	<ul style="list-style-type: none"> • Non-Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 5 completed reports
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Knowledge Management

Indicator Title	<ul style="list-style-type: none"> Number of Quarterly KZN Economic Overviews, trend analysis, board reports and country targeting reports and Business Intelligence Documents
Definition	<ul style="list-style-type: none"> Completed Quarterly KZN Economic Overviews, for TIKZN as well as its key stakeholders Completed trend analysis, board reports and country targeting reports providing information for TIKZN and its key stakeholders
Source of data	<ul style="list-style-type: none"> Completed reports Contributions towards Quarterly Ezomnotho Publications
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Number of completed reports Contributions towards Quarterly Ezomnotho Publications
Assumptions	<ul style="list-style-type: none"> The organisation will complete a Quarterly KZN Economic Overviews Timely availability of economic data, will be a key dependency. As such, 3 outputs will be completed for FY2020/21
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder Investors Exporters Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 13 completed reports (including contributions towards Quarterly Ezomnotho Publications)
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Knowledge Management

Indicator Title	<ul style="list-style-type: none"> • Number of policy advocacy initiatives facilitated (e-platform)
Definition	<ul style="list-style-type: none"> • Policy and advocacy initiatives facilitated with relevant authorities through e-platforms
Source of data	<ul style="list-style-type: none"> • Submissions/correspondence with relevant authority and stakeholders
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of policy advocacy initiatives facilitated and/ or contributed towards
Assumptions	<ul style="list-style-type: none"> • The organisation will facilitate and/ or contribute to policy and advocacy papers to relevant authorities in line with its mandate
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Investors • Exporters • Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • 3 policy & advocacy submissions facilitated and/ or contributed towards annually
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • Executive Manager: Knowledge Management

Indicator Title	<ul style="list-style-type: none"> • Number of digitisation initiatives implemented for TIKZN
Definition	<ul style="list-style-type: none"> • Digitisation initiatives implemented to improve business processes for TIKZN
Source of data	<ul style="list-style-type: none"> • Project approvals/supporting documents
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of project approvals
Assumptions	<ul style="list-style-type: none"> • The organisation will engage in initiatives to improve business processes
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • TIKZN Board • TIKZN Staff • Investors • Exporters • Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 3 digitisation initiatives annually
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Knowledge Management

Indicator Title	<ul style="list-style-type: none"> • Number of ICT infrastructure systems implemented
Definition	<ul style="list-style-type: none"> • Implementation of ICT infrastructure systems to ensure the organisation is able to perform its mandate efficiently
Source of data	<ul style="list-style-type: none"> • Project approvals, assets registers and/or other supporting documents
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of project approvals and/or implemented system approvals
Assumptions	<ul style="list-style-type: none"> • The organisation will engage in initiatives to ensure the maintenance and improvement of its ICT infrastructure and Business Continuity Systems • Identified and approved projects and systems will be allocated sufficient funding for development and implementation.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • TIKZN Board • TIKZN Staff • Investors • Exporters • Economic Development Partners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 8 initiatives implemented annually
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Knowledge Management

Outcome 7 - Effective service delivery through integrated and strategic support to the organization

Indicator Title	<ul style="list-style-type: none"> Clean Audit Report
Definition	<ul style="list-style-type: none"> The outcome of the annual external audit
Source of data	<ul style="list-style-type: none"> Annual Audit Report
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Annual audit report
Assumptions	<ul style="list-style-type: none"> The organisation will prepare for audit of its Annual Financial Statements
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder TIKZN Board
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> 1 unqualified audit report
Indicator Responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator Title	<ul style="list-style-type: none"> Percentage of internal audit findings resolved prior to AG audit
Definition	<ul style="list-style-type: none"> Timeous resolution of internal audit findings
Source of data	<ul style="list-style-type: none"> Internal audit reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Internal audit report
Assumptions	<ul style="list-style-type: none"> The organisation will resolve internal audit findings timeously
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder TIKZN Board
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> 95% resolution of internal audit findings
Indicator Responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator Title	<ul style="list-style-type: none"> • Improve on BBBEE rating for TIKZN
Definition	<ul style="list-style-type: none"> • Improve on B-BBEE rating for the organisation
Source of data	<ul style="list-style-type: none"> • B-BBEE Report
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Various input as required by the B-BBEE Codes applicable
Assumptions	<ul style="list-style-type: none"> • The organisation will aim towards achieving level 4 rating
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • TIKZN Board
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired performance	<ul style="list-style-type: none"> • Level 4
Indicator Responsibility	<ul style="list-style-type: none"> • Chief Financial Officer

Indicator Title	<ul style="list-style-type: none"> Percentage of payments made within 30 days to TIKZN suppliers
Definition	<ul style="list-style-type: none"> Timeous payment of valid invoices received
Source of data	<ul style="list-style-type: none"> Payments records
Method of Calculation / Assessment	<ul style="list-style-type: none"> Percentage
Means of verification	<ul style="list-style-type: none"> Payments report generated by TIKZN
Assumptions	<ul style="list-style-type: none"> The organisation will pay all valid invoices received within 30 days.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder Business
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Priority designated groups
Calculation Type	<ul style="list-style-type: none"> Non-cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 95% of payments due made within 30 days
Indicator Responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator Title	<ul style="list-style-type: none"> Annual performance reviews
Definition	<ul style="list-style-type: none"> Annual performance reviews conducted for all staff to assess staff
Source of data	<ul style="list-style-type: none"> Completed Annual Performance Reviews
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Number of completed Annual Performance Reviews and appraisals documents
Assumptions	<ul style="list-style-type: none"> The organisation will complete all staff Annual Performance Reviews as required
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder Employees Clients
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Bi-annual
Desired performance	<ul style="list-style-type: none"> 100 % of Annual Performance Reviews completed
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services

Indicator Title	<ul style="list-style-type: none"> • Number of staff trained/ e-platforms
Definition	<ul style="list-style-type: none"> • Training and capacity building of staff to improve skills for a high-performance culture.
Source of data	<ul style="list-style-type: none"> • Attendance register • Training report form
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Percentage
Means of verification	<ul style="list-style-type: none"> • Number of Attendance registers • Number of Training report forms
Assumptions	<ul style="list-style-type: none"> • The organisation will develop its human resource capacity to align with the strategy
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • TIKZN Employees
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 100% of staff will receive training
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services

Indicator Title	<ul style="list-style-type: none"> • Number of organisational development programmes Implemented/ e-platforms
Definition	<ul style="list-style-type: none"> • Organisational development programmes held
Source of data	<ul style="list-style-type: none"> • List of facilitators / programme manuals or attendance register or report by facilitator / annual climate survey
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of programme manuals/completed programmes • Attendance register/Report • Certificates/ Contract
Assumptions	<ul style="list-style-type: none"> • The organisation will develop its human resource capacity to align with its values
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • TIKZN Employees
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 4 organisational development programmes
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services

Indicator Title	<ul style="list-style-type: none"> • Number of monitoring activities conducted
Definition	<ul style="list-style-type: none"> • Monitoring activities to ensure compliance with Human Resource policies and procedures
Source of data	<ul style="list-style-type: none"> • Monitoring reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of monitoring reports submitted to executive management
Assumptions	<ul style="list-style-type: none"> • The organisation will perform monitoring activities to ensure policy and procedure compliance during the year
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • TIKZN Board • TIKZN Employees
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 4 monitoring activities
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services

Indicator Title	<ul style="list-style-type: none"> • Number of strategic marketing campaigns and activations
Definition	<ul style="list-style-type: none"> • Domestic and international market campaigns or activations held to strengthen the province as a destination of choice for investment
Source of data	<ul style="list-style-type: none"> • Tear sheets and soundbites for media coverage • Media attendance registers • Delegates and stakeholder attendance registers • Video clips • Publications • Media mentions
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of tear sheets, soundbites and attendance registers
Assumptions	<ul style="list-style-type: none"> • The organisation will engage in national and international marketing campaigns and or activities
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • TIKZN core business units • KZN Business Community • Potential Investors
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • KZN Business community
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 4 domestic and international marketing activations
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services • General Manager: Marketing and Communications

Indicator Title	<ul style="list-style-type: none"> • Number of "Proudly Made in KZN" and "Buy Local" awareness campaigns
Definition	<ul style="list-style-type: none"> • Proudly made in KZN awareness campaigns held to advocate/promote localisation efforts and strengthen profile of KZN
Source of data	<ul style="list-style-type: none"> • Tear sheets and soundbites for media coverage • Media attendance registers • Delegates and stakeholder's attendance registers • Video clips • Publications • Media mentions
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of tear sheets, soundbites, attendance registers, video clips, publications and media mentions
Assumptions	<ul style="list-style-type: none"> • The organisation will engage in a campaign to promote proudly made in KZN products to profile the province as an eminent trade partner and an investment destination
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • KZN Business community • KZN Exporters
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • KZN Exporters
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 12 awareness campaigns held
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services • General Manager: Marketing and Communications

Indicator Title	<ul style="list-style-type: none"> • Number of strategic stakeholder and media engagements
Definition	<ul style="list-style-type: none"> • Strategic stakeholder and media engagements held to strengthen the marketing efforts of the organization and profile TIKZN and the province
Source of data	<ul style="list-style-type: none"> • Tear sheets and soundbites for media coverage • Media attendance registers • Stakeholder engagement attendance registers • Video clips • Publications
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of tear sheets, soundbites, attendance registers and publications
Assumptions	<ul style="list-style-type: none"> • The organisation will engage in engagement sessions with media and strategic stakeholders
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • TIKZN Core Business Units • KZN Business Community • Potential Investors
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • KZN Business community
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 6 strategic stakeholder and media engagements
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services • General Manager: Marketing and Communications

Indicator Title	<ul style="list-style-type: none"> Produce the Annual Report in line with the Treasury and AG stipulated deadlines
Definition	<ul style="list-style-type: none"> Production of the organisation's annual report.
Source of data	<ul style="list-style-type: none"> Proof or receipt of delivery to stipulated departments A copy of the final Annual Report
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Number of Annual Report
Assumptions	<ul style="list-style-type: none"> The organisation will produce an Annual Report
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarter 2
Desired performance	<ul style="list-style-type: none"> 1 Annual Report produced
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services and CFO

Indicator Title	<ul style="list-style-type: none"> • Develop and Manage TIKZN digital platforms
Definition	<ul style="list-style-type: none"> • Enhance the visibility of organisational activities through digital platforms
Source of data	<ul style="list-style-type: none"> • Video clips • Analytics
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Digital Marketing analytics report per platform
Assumptions	<ul style="list-style-type: none"> • The organisation will enhance the visibility of its activities through digital platforms
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • TIKZN • KZN Business Community • Potential Investors
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • KZN Business Community • Potential Investors
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 6 platforms to be activated in the financial year 2020/2021
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager: Corporate Services • General Manager: Marketing and Communications

Outcome 8 - International relations, investment attraction and destination marketing

Indicator Title	<ul style="list-style-type: none"> Number of Qualified leads generated (e-leads)
Definition	<ul style="list-style-type: none"> Portfolio of qualified leads handed over by source, leads category, sector
Source of data	<ul style="list-style-type: none"> Project sheet, company profile, business plans, feasibility studies, handover sheet containing info source, leads category and sector
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Project sheet, company profile, business plan (if available), feasibility (if available) signed handover sheet
Assumptions	<ul style="list-style-type: none"> The organisation is providing marketing and support activities to generate investment leads, convert investment leads to investment projects (through contacting companies, processing inquiries and hosting campaigns) and also converting investment project to investment decision through active follow-up
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder Investors Exporters
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> KZN Investment Destination
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 45 leads annually
Indicator Responsibility	<ul style="list-style-type: none"> Office of the Chief Executive Officer Manager: Gauteng Office

Indicator Title	<ul style="list-style-type: none"> • Number of international marketing initiatives implemented (online).
Definition	<ul style="list-style-type: none"> • Facilitate international marketing initiatives using online platforms that leverage off its Gauteng presence (Gauteng office)
Source of data	<ul style="list-style-type: none"> • Inward: programmes and communications prior to, and post the facilitation • Outward: Approved Submission, close out report and communications post facilitation
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Number of approved programmes, communications submissions and close out reports
Assumptions	<ul style="list-style-type: none"> • The Gauteng Office will be key in facilitating trade and investment generation activities
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Investors • Exporters
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 12 trade and investment initiatives (online)
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • Manager: Gauteng Office

Indicator Title	<ul style="list-style-type: none"> • Number of investment, trade, sector-based and/or international organization platforms (online)
Definition	<ul style="list-style-type: none"> • Online events hosted with provincial representatives, funders, bilateral chambers, government departments and company representatives
Source of data	<ul style="list-style-type: none"> • Event submissions, event programme, participant database
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Number
Means of verification	<ul style="list-style-type: none"> • Event submissions, event programme, participant database
Assumptions	<ul style="list-style-type: none"> • The organisation will engage with provincial representatives, funders and business to attract investment to the province
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Shareholder • Investors • Exporters
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • 30 events hosted
Indicator Responsibility	<ul style="list-style-type: none"> • Office of the Chief Executive Officer • Manager: Gauteng Office

Indicator Title	<ul style="list-style-type: none"> Number of intra-trade platforms created for KZN companies
Definition	<ul style="list-style-type: none"> Sessions facilitated with provincial representatives, funders, bilateral chambers, government departments and company representatives.
Source of data	<ul style="list-style-type: none"> Event submissions, event programme, participant database
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Event submissions, event programme, participant database
Assumptions	<ul style="list-style-type: none"> The organisation will engage with provincial representatives, funders and business to attract investment to the province
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder KZN Businesses
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 20 platforms created
Indicator Responsibility	<ul style="list-style-type: none"> Office of the Chief Executive Officer Manager: Gauteng Office

Annexures to the Annual Performance Plan

Annexure A: Amendments to the Strategic Plan

N/A Strategic Plan for period 2021 to 2025

Annexure B: Conditional Grants

Name of grant	Purpose	Output	Current annual budget (R thousands)	Period of grant
NDT – Tourism Support Grant	Implementation of Tourism Projects	Lilani Hot springs and Bhanga Nek.	R43m	2020/21
Technical Assistance Funds	Project packaging, technical studies, business plans and accreditation to international standards.	New foreign direct investments, new domestic investments and company expansions.	R2m	2020/21
Business Support Funds	Business Rescue Funds	Support measures to retain companies.	R2,7m	2020/21
One Stop Shop	Implementation of OSS in KZN	Ease of doing business, catalytic project facilitation, stakeholder management and district delivery model implementation.	R2.0m	2020/21
Business Stability	Through the KZN Growth Coalition's established structures, co-ordinate with the KZN Municipalities 8-A-Side forums and campaigns to develop a common approach to creating a conducive business environment.	Business continuity. Business stability. Business growth. Business expansions.	R2,932m	2020/21
KZN Investment Conference	Attraction of investors and showcasing of investment projects and KZN investment destination.	New foreign investments, new domestic investments, new company expansions and new job creation opportunities.	R3,5m	2020/21
East3Route	Marketing trade, investment and tourism between KZN, Mozambique, Swaziland.	New trade and tourism opportunities.	R3m	2020/21

Annexure C: Consolidated Indicators

Institution	Output indicator	Annual target	Data Source
Durban Chamber of Commerce and Industry	Businesses supported with enterprise development initiatives	10 KZN Companies	TIKZN MOU with DCCI
Pietermaritzburg Midlands Chamber of Commerce	Businesses supported with enterprise development initiatives.	10 KZN Companies	TIKZN MOU with PMCB
Pietermaritzburg Midlands Chamber of Commerce	ICT infrastructure projects	1 – KZN Drone Project	TIKZN MOU with PMCB
KZN Growth Coalition 8-a-side project facilitation	Creation of a conducive business environment at municipalities	8 A-Side and Rapid Response Teams established	TIKZN MOU with KZN Growth Coalition

Annexure D: District Development Model

Areas of Intervention	Five-Year Planning Period					
	Project Description	Budget Allocation	District Municipality	Location: GPS Coordinates	Project Leaders	Social Partners
1. One Stop Shop (One SS)	Province-wide, 1-SS facilities through key strategic partnerships (for high impact projects resolved through project brokering support interventions)	R1m	All	Province-wide	TIKZN/DDAs	EDTEA, Chambers of Commerce, District Municipality, Local Municipalities, Local Business, Development Financiers
2. Investment Promotion and Facilitation	Province-wide facilitation of new Greenfields fixed investment projects	R5m	All	Province-wide (based on project leads identified and secured)	TIKZN/DDA's	DDAs, District Municipalities, Chambers of Commerce, Development Financiers
3. Export	Province-wide training and capacity development of emerging and seasoned exporters (focus on priority groups)	R2m	All	Province-wide	TIKZN/EDTEA	EDTEA, DDAs, District Municipalities, Chambers of Commerce, Business Development Agencies, Development Financiers
4. Business Retention and Expansion	Province-wide enterprise and supplier development programmes (focus on priority groups)	R1m	All	Province-wide	TIKZN	EDTEA, DDAs, District Municipalities, Chambers of Commerce, Business Development Agencies, Development Financiers
5. Business Retention and Expansion	Facilitation of expansion projects for job creation, key sector development and economic growth	R1m	Any	Based on expansion projects identified for investment support	TIKZN	EDTEA, DDAs, District Municipalities, Chambers of Commerce,

Areas of Intervention	Five-Year Planning Period					
	Project Description	Budget Allocation	District Municipality	Location: GPS Coordinates	Project Leaders	Social Partners
						Business Development Agencies,
6. Business Retention and Expansion	Precinct revitalisation projects facilitated/ implemented (for the rehabilitation, regeneration and expansion of existing industrial/ business parks	R2m	Any	Based on precinct/ park identified for support	TIKZN/ DTIC/ EDTEA	EDTEA, DDAs, District Municipalities, Chambers of Commerce, Business Development Agencies,