

Trade & Investment KwaZulu-Natal (TIKZN)



Annual Performance Plan for 2023/2024

FINAL
27 JANUARY 2023

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Table Of Acronyms Used In This Document

AfCFTA	African Continental Free Trade Area
AG	Auditor General
ANC	African National Congress
APP	Annual Performance Plan
B-BBEE	Broad-based Black Economic Empowerment
BRICS	Brazil, Russia, India, China and South Africa
DDA	District Development Agency
DFI	Development Finance Institutions
DM	District Municipality
DTIC	Department of Trade, Industry and Competition
EDPU	Export Development and Promotion
EDTEA	Economic Development, Tourism and Environmental Affairs
EIA	Environmental Impact Assessment
EMDE	Emerging Market and Developing Economies
ESD	Enterprise Supplier Development
FDI	Foreign Direct Investment
FMO	Future Model of Operating
GDP	Gross Domestic Product
HRSEC	Human Resources and Social, Ethics Committee
ICT	Information Communication and Technology
IDC	Industrial Development Corporation
IDZ	Industrial Development Zone
IMF	International Monetary Fund
IP	Investment Promotion
KZN	KwaZulu-Natal
MEC	Member of Executive Council
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEF	National Empowerment Fund
NPC	National Planning Commission
One-SS	One Stop Shop
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
POPIA	Protection of Personal Information Act
PUM	Programma Uitzending Managers
SES	Senior Experten service
SEZ	Special Economic Zone
SMME	Small, Medium and Micro Enterprises
SONA	State of the Nation Address
SOPA	State of the Province Address
TIC	Trade and Investment Committee
TIKZN	Trade & Investment KwaZulu-Natal
UIF	Unemployment Insurance Fund

EXECUTIVE AUTHORITY STATEMENT: MEC FOR EDTEA, MR S A DUMA

ANNUAL PERFORMANCE PLAN: 2023/2024

TRADE AND INVESTMENT KWAZULU-NATAL

Unfortunately, this decade got off to a challenging start. The COVID-19 pandemic has impacted all aspects of life in South Africa and challenged the world to find more innovative ways to attract investment. As a result, the South African economy contracted by -7.0% in the year 2020 compared to the 2019 growth of 0.2%. The deceleration in 2020 is the biggest fall in economic activity in over seven decades, dating back to 1946. This is despite many efforts to revive the economy post-COVID-19 and the growth recorded in the third and fourth quarter of 2020.

In South Africa, issues were compounded by the July looting crisis, which resulted in massive economic contraction, and the projected drop in foreign direct investment put pressure on public budgets and led to the need for changes to broader government policies. In addition, the civil unrest in KwaZulu-Natal and Gauteng province, and the cyber-attack on Transnet's Operations and subsequent declaration of force majeure by Transnet spanning the 22nd of July to the 27th, which caused considerable delays at the ports, also resulted in ballooning costs for businesses and constriction of exports volumes, have compounded matters.

The devastation of houses and infrastructure brought about by the first and second wave of floods that hit KZN in April and May 2022 was a significant setback to an ailing economy. This also had the propensity to dampen inward investor sentiment and negatively impact outward trade. We take pride in that our emergency services' reaction moved swiftly in aiding in saving lives. Collapsed roads and mudslides led to a loss of power in several places which in turn hindered trade; however, despite all of this, KZN continues to be on its way to rebuilding. This has ushered in valuable lessons and key learnings which will yield positive future results.

The government's Economic Recovery and Reconstruction Plan; and KwaZulu-Natal Provincial Government's Economic Recovery and Transformation Plan aim to reignite growth. These plans identify specific priority sectors needing interventions. Amongst other imperatives, the KwaZulu-Natal Provincial Plan highlights the need to harness

local export capacity and maximise the potential of untapped continental markets, as presented by the operationalisation of the African Continental Free Trade Area (AfCFTA) agreement.

The Plan also focuses on high-impact performance outcomes to boost the growth of KwaZulu-Natal (KZN) businesses, including the micro, small and medium enterprises operating in our cities, towns, villages, and township areas to retain existing jobs while also creating new employment. It also delineates efforts to boost both trade (specifically export trade) and inward investment into the province and ensures that they remain in an increasingly integrated African and global economy.

These interventions are starting to yield dividends, albeit slowly. The South African economy returned to pre-pandemic levels as it recorded a 1,9% increase in the first quarter of 2022. This represented a second consecutive quarter of upward growth and was mainly propelled by household spending and exports. The Kwa-Zulu Natal economy showed resilience in the first quarter of 2022 and recorded a 2,2% increase from quarter four of 2021.

The province continued to experience less import saturation as the trade balance showed robust growth. This bodes well for the province as it is likely to trigger the ability for the province to advance import substitution industrialisation, with a positive spinoff for the economy. Furthermore, despite the war causing the global demand to tilt more towards agricultural commodities as prices soar, the province managed to export labour-intensive products in the first quarter of 2022. This bodes well for the province's industrialisation efforts and could place it in a favourable position as firms continue to reshape their global value chains and move production away from riskier countries as geopolitical tensions worsen.

The work performed by TIKZN significantly contributes to Government's economic development strategy, which requires a new social compact among all role players- business, labour, community and government – to pursue inclusive growth and create decent jobs. This plan is consistent with the broader economic development strategy and outlines the necessary steps to continuously improve current performance output whilst building on previous successes.

It encompasses KwaZulu-Natal's long-term economic recovery plan, which depends on global engagements – exports and investment recruitment. The critical components

are a greater focus on new markets, maintaining our existing markets and encouraging diversification into new markets, which is crucial to our long-term success.

Export trade and investment attraction are critical to the economic development of the province and in attracting much-needed foreign direct investment (FDI). This continues to be a crucial driver of economic growth and a clear priority for the government, as evidenced by the various Presidential Investment Conferences. The importance and relevance of these drivers are clearly articulated by the Departmental five-year plan. Currently, massive opportunities exist across the economy's value chain to contribute significantly to economic development, and these will require strong private, societal and public partnerships to execute effectively. The Plan, informed by TIKZN's five-year strategy, will deliver new, productive FDI, creating much-needed employment growth. The targeted focus will be on significant investments in KwaZulu-Natal within the renewables sector, Aqua-Culture, Clothing and Textiles, Automotive and Chemicals (including Pharmaceuticals).

The concern of the ease of doing business in KwaZulu-Natal post the July 2021 social unrest, and for companies, their return on investments, compelled a handful of investors to generally adopt a wait- and-see approach, with some making investment pledges- rather than full commitments. This Plan will realise an aggressive approach towards repositioning KwaZulu-Natal as the preferred investment destination, demonstrating its value proposition and strong government support. This will be done through direct engagements with the Diplomatic corps, the creation of international partner programmes to expand the province's marketing, and targeted investor recruitment through influential businesspersons in targeted markets.

In the transformation process, the essence of this plan is to ensure that the previously disadvantaged individuals become increasingly integrated and participate in the provincial economy as industrialists, owners of businesses, shareholders, managers and entrepreneurs. Accordingly, TIKZN's current strategic objectives have been reviewed in line with the National and Provincial priorities, outlining high-impact outcome-based performance indicators also addressing key priorities with a specific focus on critical labour-intensive sub-industries, including agriculture, manufacturing, and ocean economy, to complement targeted high-value localisation investments into

the special economic zone and industrial hubs through the implementation of strategic catalytic projects.

As the Executive Authority, I am pleased to present the Annual Performance Plan (APP) for TIKZN. This plan seeks to articulate the path that TIKZN will follow in the period ahead and is aligned with the goals outlined in the Department of Economic Development, Tourism and Environmental Affairs' strategic plan, which focuses on transforming the economy and creating inclusive business growth and jobs in the province. Furthermore, the APP highlights the dexterity with which TIKZN will be able to achieve more with less for the betterment of KZN during these challenging times, underpinned by the stringent austerity measures.

I fully endorse this Annual Performance Plan and undertake to do all within my powers to assist Trade & Investment KwaZulu-Natal in realising the goals outlined in its Annual Performance Plan 2023/2024.



Mr. Siboniso Duma, MPL

MEC for Economic Development, Tourism and Environmental Affairs

DATE:

Accounting Officer Statement

TIKZN in accordance with 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 **2023/2024** was developed by the management of Trade & Investment KwaZulu-Natal under the guidance of the TIKZN Board of Directors, and the Chairperson of the Board Ms C M. Cronjé. It accurately reflects the performance targets which the entity is committed to achieve.



Neville Matjie
07/11/2022 14:34:48(UTC+02:00)

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.
- Considers 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 2023/2024.

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Mr Neville Matjie
Accounting Officer

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

Signature: 

Approved by:
Mr SA Duma, 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 schedule 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;
- National Infrastructure Plan, 2050;
- The South African Economic Reconstruction and Recovery Plan;
- Provincial and National Priorities (SONA and SOPA);
- Provincial Growth and Development Plan;
- KwaZulu-Natal Economic Reconstruction and Transformation 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 erstwhile 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
- Protection of Personal Information Act, No. 4 of 2013 (POPIA):

3. Relevant Court Rulings

N/A

Part B: Our Strategic Focus

1. Updated Situational Analysis

In collating the various sections of this Annual Performance Plan, TIKZN took into consideration relevant national, provincial and local plans and priorities, to ensure that its own plans and priorities are suitably aligned, so as to contribute towards economic recovery, economic transformation, and the achievement of KwaZulu-Natal (KZN) and South Africa's economic developmental goals. This exercise is consistent with the latest Review of the National Development Plan (NDP) 2030, compiled by the National Planning Commission (NPC) - the country's planning think-tank & advisory body established in 2010 - in accordance with its mandate, and published under the theme of Advancing Implementation towards a more Capable Nation. The NDP sets out six interdependent priorities as outlined below:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

Crucial to the successful implementation of the NDP, is a truly collaborative effort, one which requires all stakeholders and sectors of society to co-operate and make unique contributions towards the achievement of the outlined priorities. It is therefore a multidimensional framework designed to bring about a virtuous cycle of development, with progress in one area supporting advances in others. The revised paradigm comprises of encouraging rotational developmental milestones aimed at improving conditions for all South Africans and presenting opportunities and capabilities for employment, also leading to economic growth, reduction in inequality and poverty, and improving living standards and conditions.

In executing its mandate, TIKZN as an implementation agency of the Department of *Economic Development, Tourism and Environmental Affairs (EDTEA)* in the province, promotes economic growth by facilitating new foreign investments, new domestic investments, business expansions, export development and new export market opportunities for the KZN Province. TIKZN's mandate is closely aligned to the NDP's outlined milestones, including the target of achieving 30% investment as a percentage of GDP by 2030. Investment as a percentage of GDP averaged 19.6% for the period under review, with the slow expansion in investment largely due to deteriorating investment by private business.

Also, poor economic growth and employment outcomes - unemployment rate which was targeted in the NDP to dip from 27% in 2011 to 14% by 2020, and subsequently to 6% by 2030, is currently at 34.4% - coupled with structural challenges including industrial concentration, lack of competition and insufficient progress in building human capabilities, collectively pose serious challenges to the state's capability. The NDP aims at addressing these issues.

As the implementation plan for the NDP, the Medium-Term Strategic Framework (MTSF) 2019-2024, focuses on seven priorities, each of which includes related outcomes, interventions and performance indicators, which spell out how these priorities will be addressed. KZN also developed its own implementation plan - the *Provincial Growth and Development Plan (PGDP)* - and included specific imperatives, which detailed the interventions that the province will undertake in contribution to the broader national outcomes of the MTSF. The provincial priorities as they relate to EDTEA include priority areas one, two and five as outlined below:

- A capable, ethical and developmental state.
- Economic transformation and job creation; and
- Spatial integration, human settlements and local government

TIKZN's mandate is consistent with the outlined priorities above as they relate to EDTEA and aligns with both the implementation plan of KZN and the national MTSF.

KZN's 2030 vision remains to be a prosperous province with a healthy, secure and skilled population, living with dignity and harmony, also acting as a gateway to the rest of Africa and the world. In the 2021 update to the Provincial Growth and Development Strategy (PGDS), it was found prudent and in the best interest of alignment, coordination and integration to adjust the framework of the reviewed PGDS to reflect the seven priorities as pronounced in the 2019 -2024 MTSF. Accordingly, the former seven PGDS Strategic Goals were translated and transformed into seven new MTSF priorities. As the two plans were already fully aligned, this is not a significant change, and TIKZN's contribution towards the achievement of these plans remains the same.

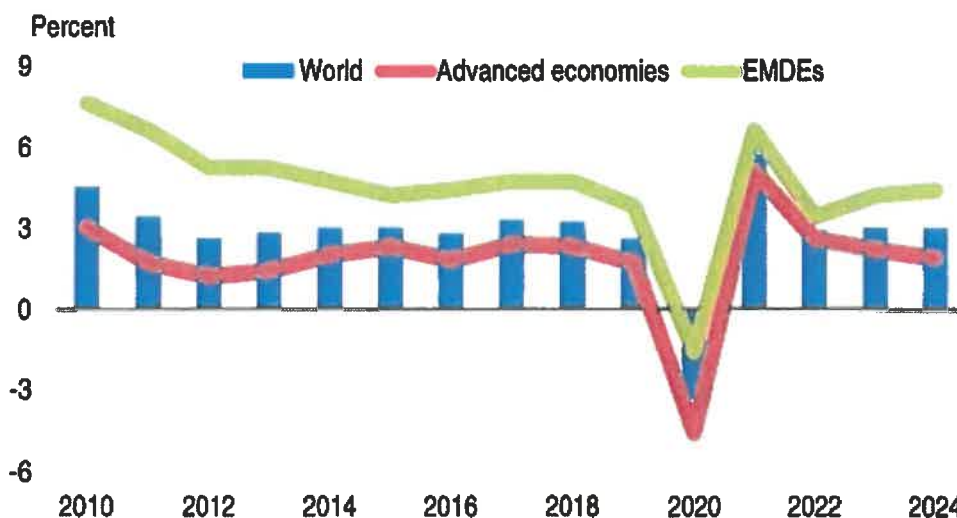
Global Outlook

The global economy prospects continue to worsen as the Russia-Ukraine war intensifies. The spillovers from the war are spreading far and wide through commodity markets, trade, and financial linkages. Both countries are key exporters of energy and agricultural commodities, and the war has caused major disruptions to global supply. This crisis unfolds while the global economy was on a mending path but had not yet fully recovered from the COVID-19 pandemic, with a significant divergence between the economic recoveries of advanced economies and emerging market and developing ones.

Global Growth

The World Bank estimates that global economy growth will decelerate from 5.7% in 2021 to 2.9% in 2022 and average 3 percent in 2023-24, mainly as a result of the war. Figure 1 below highlights the world economic growth

Graph 1: Global Growth



Source: World Bank. Note: EMDEs = emerging market and developing economies. Shaded area indicates forecasts. Aggregate growth rates are calculated using real U.S. dollar GDP weights at average 2010-19 prices and market exchange rates.

COVID-19 already dealt a major setback to income growth and poverty reduction in developing economies. The fallout from the war in Ukraine compounds the challenges for many of these developing countries. The World Bank is estimating that the developing countries will grow 3.4 percent in 2022, barely half the rate in 2021 and well below the average from 2011 through 2019. The Bank further estimates that the middle-income countries will see a sharp downgrade to growth in 2022, losing 1.3 percentage points relative to what had been forecast in January. Because of the adverse shocks of the past two years, real income per capita in 2023 will remain below pre-COVID-19 levels in about 40 percent of developing economies.

Global Output

According to the International Monetary Fund (IMF) (July 2022) global output contracted in the second quarter of 2022, owing to downturns in China and Russia, while US consumer spending undershot expectations. Several shocks have hit a world economy already weakened by the pandemic: higher-than-expected inflation worldwide, especially in the United States and major European economies triggering tighter financial conditions; a worse-than-anticipated slowdown in China, reflecting COVID-19 outbreaks and lockdowns; and further negative spill overs from the war in Ukraine. Higher, broader, and more persistent price pressures also led to a tightening of monetary policy in many countries. Overall risks to economic prospects have risen sharply and policy trade-offs have become ever more challenging. Beyond the immediate humanitarian impacts, the war will severely set back the global recovery, slowing growth and increasing inflation even further.

In addition, the commodity prices continue to surge, and this has wider implications for a range of industries including food, construction, petrochemicals, and transport. While commodity-exporting countries such as Brazil continue to see a surge in their exports which reduces the negative effects of the war. Of concern has been the implications on energy and food security which has prompted policy makers to introduce policy measures to bolster self-sufficiency and reduce energy prices. The war will continue exerting inflationary pressures particularly in emerging markets and developing economies that are heavily reliant on the Black Sea for agricultural commodities such as the Republic of Congo. Furthermore, the sanctions imposed on Russia as a result of the ongoing war could result in input shortages across sectors that rely on Russian input materials such as, inter alia, electronics, machinery and chemicals.

Inflation and Risk of Stagflation

Inflation is becoming a key concern for many countries. Since 2021, consumer prices have consistently risen faster than widely expected. In the United States, the consumer price index rose by 9.1 percent in June 2022, compared with a year earlier, and it also rose by 9.1 percent in the United Kingdom in May 2022, marking the highest inflation rates in these two countries in 40 years. In the Euro area, inflation in June reached 8.6 percent, its highest level since the inception of the monetary union. Equally concerning, in emerging market and developing economies, second-quarter inflation is estimated to have been 9.8 percent. (source: IMF July 2022)

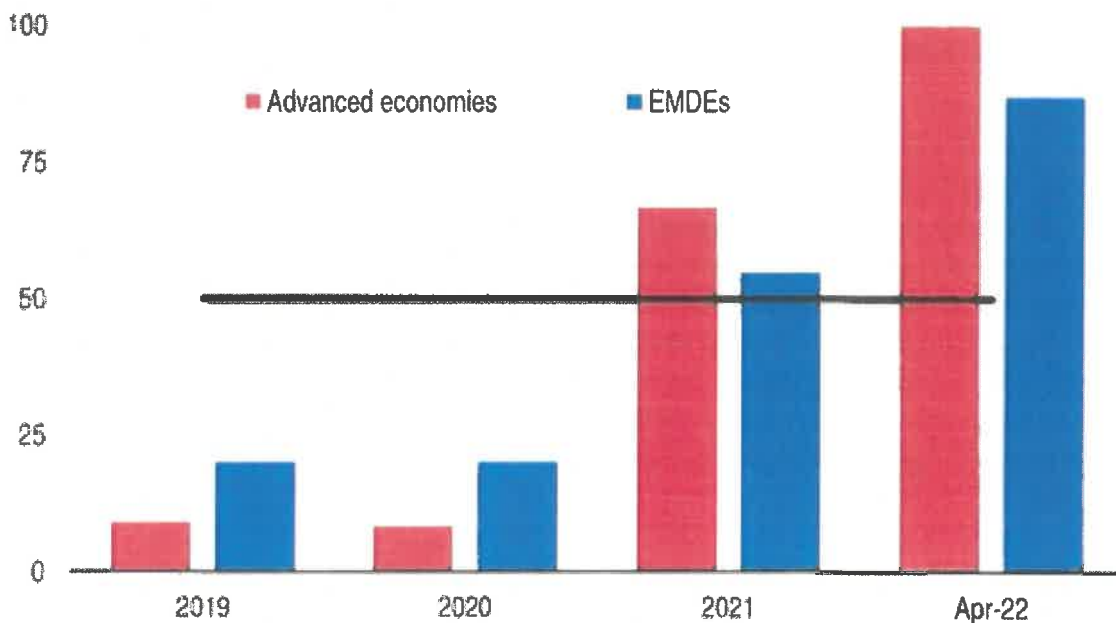
Higher food and energy prices, supply constraints in many sectors, and a rebalancing of demand back toward services have in most economies driven up headline inflation. But underlying inflation has also increased, as reflected in different gauges of core inflation, reflecting the pass through of cost pressures by way of supply chains and tight labour markets, especially in advanced economies. Of concern is the fact that wage growth has on average not kept up with inflation across both advanced and emerging market and developing economies, eroding household purchasing power.

Although long-term inflation expectations have been stable in most major economies, they have started to rise according to some measures. Central banks of major advanced economies have taken a stance of withdrawing monetary support and raising policy interest rates faster than expected. Central banks in several emerging

market and developing economies have raised interest rates more aggressively than during past advanced economy tightening cycles. The associated rise in longer-term borrowing costs, including mortgage rates, and tighter global financial conditions have led to precipitous declines in equity prices, weighing on growth. At the same time, public COVID-19 support packages have been wound down.

This is certainly not an ideal position to find ourselves in and, the danger of stagflation is considerable today. According to the World Bank (June 2022), between 2021 and 2024, global growth is projected to have slowed by 2.7 percentage points, more than twice the deceleration between 1976 and 1979. Subdued growth will likely persist throughout the decade because of weak investment in most of the world. With inflation now running at multidecade highs in many countries and supply expected to grow slowly, there is a risk that inflation will remain higher for longer than currently anticipated. Figure 2 below highlights countries with inflation above target.

Percent of countries



Sources: International Monetary Fund; World Bank. Note: EMDEs = emerging market and developing economies. Bars show the share of inflation-targeting economies with average inflation during the course of the year (or month) above the target range. Sample includes 12 advanced economies and 31 EMDEs.

Global inflation has been revised up due to food and energy prices as well as lingering supply-demand imbalances, and it is anticipated to reach 6.6 percent in advanced economies and 9.5 percent in emerging market and developing economies this year, upward revisions of 0.9 and 0.8 percentage point, respectively. In 2023, disinflationary monetary policy is expected to bite, with global output growing by just 2.9 percent.

Downside Risks Are Materializing

Tentative recovery in 2021 has been followed by increasingly gloomy developments in 2022. Performance was slightly better than expected in the first quarter of 2022, however, world real GDP is estimated to have shrunk in the second quarter of 2022, the first contraction since 2020, owing to economic downturns in China and Russia. Both Russia and Ukraine are projected to experience large GDP contractions in 2022. The severe collapse in Ukraine is a direct result of the invasion, destruction of infrastructure, and exodus of its people. In Russia, the sharp decline reflects the impact of the sanctions with a severing of trade ties, greatly impaired domestic financial intermediation, and loss of confidence.

The economic effects of the war are spreading far and wide, mainly through commodity markets, trade, and financial linkages. Because Russia is a major supplier of oil, gas, and metals, and, together with Ukraine, of wheat and corn, the current and anticipated decline in the supply of these commodities has already driven their prices up sharply. Europe, Caucasus and Central Asia, Middle East and North Africa, and sub-Saharan Africa are most affected. The food and fuel price increases will hurt lower-income households globally, including in the Americas and Asia.

The war adds to the series of supply shocks that have struck the global economy over the course of the pandemic, contributing to more shortages beyond the energy and agricultural sectors. Through closely integrated global supply chains, production disruptions in one country can very quickly cascade globally. Firms in Russia and Ukraine supply specialized inputs, and shortfalls in some of those inputs are already having impacts on European car manufacturers. Some countries in eastern Europe and central Asia have large direct trade and remittance links with Russia. Activity in those economies is expected to suffer.

The displacement of more than 4 million Ukrainian people to neighboring countries, especially Poland but also Romania, Moldova, and Hungary, will also add to economic pressures in the region. Even prior to the war, inflation had surged in many economies because of soaring commodity prices and pandemic-induced supply-demand imbalances. Some emerging markets and developed economies' central banks, such as the US Federal Reserve and those in Latin America, had already come under pressure before the war, bringing forward the timing of their monetary policy tightening. War-related supply shortages will greatly amplify those pressures, notably through increases in the price of energy, metals, and food. Although bottlenecks are expected to eventually ease as production elsewhere responds to higher prices and new capacity becomes operational, supply shortages in some sectors are expected to last into 2023. As a result, inflation is now projected to remain elevated for much longer than in our previous forecast, in both advanced and emerging market and developing economies.

Conclusion

Given the risks highlighted above, it is crucial that forceful policy responses are driven worldwide. It is important that the global communities join their forces in ramping up efforts to ensure that these risks are effectively mitigated. The world is facing a humanitarian crisis driven by the war as well as conflicts that are emanating elsewhere globally. There is a need to alleviate food insecurity, as well as expand vaccine access to ensure a durable end of the pandemic.

Over and above these efforts, it is critical that policy makers refrain from implementing export restrictions or price controls, which could end up magnifying the increase in commodity prices. With rising inflation, tightening financial conditions, and elevated debt levels sharply limiting policy space, spending can be reprioritized toward targeted relief for vulnerable households. Over the long run, policies will be required to reverse the damage inflicted by the dual shocks of the pandemic and the war on growth prospects, including preventing fragmentation in trade networks, improving education, and raising labour force participation.

2. External Environmental Analysis

South African and Provincial Outlook

The South African economy returned to pre-pandemic levels as it recorded a 1,9% increase in the first quarter of 2022. This represents a second consecutive quarter of upward growth and was mainly propelled by household spending and exports. The outlook for the national economy remains uncertain as the effects of the Russia-Ukraine war, adverse weather conditions, and persistent power cuts are still lingering. While inflationary pressures will continue denting household spending, growth is expected to be driven mainly by government spending through investments in the reconstruction work following devastating flooding that took place in April 2022.

The Kwa-Zulu Natal economy showed resilience in the first quarter of 2022 and recorded a 2,2% increase from quarter four of 2021 (Source: Stats SA Q1 2022). The province is continuing to experience less imports saturation as the trade balance continues to show robust growth. This bodes well for the province as it is likely to trigger the ability for the province to advance import substitution industrialization, with positive spinoff for the economy. Despite the war causing the global demand to tilt more towards agricultural commodities as prices soar, the province managed to export labour intensive products in the first quarter of 2022. This bodes well for the province's industrialization efforts and could place the province in a favorable position as firms continue to reshape their global value chains and move production away from riskier countries as geopolitical tensions worsen. The devastating floods that took place in April 2022 disrupted economic activity and caused significant damage to infrastructure. However, government spending is expected to provide some tailwinds and drive growth as the province enters the process of rebuilding.

The improvement in domestic economic activity in the midst of the persistent COVID-19 pandemic is encouraging. However, the following key domestic issues still need proactive attention:

- To create jobs, primarily through aggressive infrastructure investment and mass employment programmes;
- To reindustrialise our economy, focusing on growing small businesses;
- To accelerate economic reforms to unlock investment and growth;
- To promote localisation opportunities and "buy local" campaigns;
- To transform the economy and ensure that it is broadly representative of the previously disadvantaged individuals;
- To fight crime and corruption; and
- To improve the capability of the state.

It is however disappointing to note that the gain made in Q1 was reversed in Q2. According to Stats SA June 2022, the South African GDP shrank by 0.7% on quarter in the three months to June of 2022, compared with market forecasts of a 0.8% fall, as devastating floods in KwaZulu-Natal and intense power rationing had a negative impact on a number of industries. Seven out of ten activities contracted, with manufacturing hit the most (-5.9% vs 5% in Q1). Other sharp declines were seen in agriculture (-7.7% vs -2.4%), mining & quarrying (-3.5% vs -2.1%) and trade, catering and accommodation (-1.5% vs 3.1%). On the expenditure side, both household consumption (0.6% vs 1.2%) and fixed investment (0.5% vs 3.4%) slowed while government spending fell (-0.7% vs 1.1%). Also, net trade contributed negatively as exports (0.3% vs 3.8% in Q1) rose much less than imports (5.6% vs 5.1%). Year-on-year, the economy expanded by just 0.2%, the least since Q1 of 2021, following a downwardly revised 2.7% growth in the previous period and below market estimates of a 0.6% rise. (source: Stats SA June 2022).

However, despite all these setbacks, there is still a positive sentiment that the tide will turn. The resilience of the human spirit during trying times has always served as hope for the future and those we seek to preserve it for. Never before have we witnessed this phenomenon in real time as we have in the face of the COVID-19

pandemic and the July 2021 civil unrest. This double threat saw South Africa and certainly KwaZulu-Natal experience one of our worst moments in history.

The aftermath of these two events have however very unfortunately left an impact that is going to be felt for a long time to come. The businesses that were barely making it through the pandemic came to a sudden demise during looting with some literally burnt to the ground. Business rescue interventions became the top priority for entities such as TIKZN. Tasked with attracting investment, opening up access to markets, distributing funds as well as keeping businesses afloat, we too were operating with staff that needed to be kept safe, reassured and motivated. It is to this end that sincere gratitude has to be expressed for efforts that were successful through trying times.

In March 2022, KwaZulu-Natal hosted World Halal Day and used the event to not only have a deeper understanding of the religion of Islam but also to foster relations between potential alliances and trade partners. The global event was attended by investors, delegates and exhibitors, who shared knowledge, explored trade opportunities, and presented a co-ordinated platform for innovators, investors and buyers of halal products. As this is a multitrillion dollar industry and considering that the African continent is home to about 500 million Muslims, TIKZN rose to the occasion and educated entrepreneurs on opportunities in this sector and this will help give the KZN economy a much-needed boost.

The month of March 2022 proved to be a hive of activity when it came to efforts to kick start the economy nationwide. President Ramaphosa ran the 4th instalment of the South African Investment Conference, a gathering that provides a platform for South Africa to showcase investment opportunities as per South Africa's Economic Reconstruction and Recovery Plan. Here we saw the President naming KwaZulu-Natal as one of the top three priorities in terms of the investment pledges. These and other efforts saw the South African and KwaZulu-Natal economy rebound from a decline in Q3 because of the COVID-19 pandemic as well as the KZN riots of July 2021, bringing with it a newfound level of optimism.

The relaxation of COVID-19 restrictions saw a renewal in economic activity as well as the general lifting of mood and morale and the atmosphere was positive for both trade and investment. Aviation started to operate once more and this meant that goods were again on the move both locally and internationally. Airlines such as Emirates, Qatar and Turkish Airways, which had ceased to operate in the province due to the pandemic, made their return to the KwaZulu-Natal skies. Our own national carrier, South African airways also made a comeback resuming the Johannesburg and Durban route. There was even an additional route added to this sector as Airlink launched the Zimbabwe-Durban route which bodes well for the intra-Africa trade as direct flights to any region are good for the value proposition of that region. In October 2022, Lift Airlines joined the Domestic network ensuring that critical mass is created which will hopefully impact pricing. The launch of this airline came at an opportune time in KZN, given the start of the festive season.

As we sit third quarter of 2022, the year continues to be an event-filled one that has ushered in valuable lessons and key learnings. Indeed, there have been several major setbacks to the economy of KwaZulu-Natal, but all was not doom and gloom as KwaZulu-Natal enjoyed a return of visitors and exhibitors and much needed international exposure that is anticipated to yield positive results in the near future.

The devastation of houses and infrastructure brought about by the first and second wave of floods that hit KZN in April 2022 and May 2022 was a major setback to what was already an ailing economy. This also had the propensity to dampen inward investor sentiment and impact negatively on outward trade. We take pride in the fact that our emergency services reaction times aided in the saving of lives. We also mark with gratitude that

the second wave of floods had no fatalities recorded. Collapsed roads and mudslides led to a loss of power in several places which in turn hindered trade. The floods led to in excess of 300mm of rainfall being dumped over a 24-hour period on 11 April, roughly equivalent to 75% of South Africa's average annual precipitation. The resulting floods forced many industries to cease operations with preliminary estimates indicating that the loss to the eThekweni GDP since 14 April 2022 was R737m, due in part to the fact that most of the city's 1 152 formal businesses were impacted by the flooding, costing the city more than R28m per day in lost GDP. It is estimated that Durban will lose around 1.8% of annual GDP and it will take around three months to get the city and its businesses back on track while overall workplace activity in KwaZulu-Natal was 6% below the pre-pandemic levels (Source: Initial Analysis of flood impact by Ethekeeni Municipality). Africa is particularly prone to weather-related disasters, from droughts in the Sahel and parts of east Africa, to the continent's South-eastern coast which suffers from unrelenting storms, which according to the World Weather Attribution (WWA), will occur more frequently and be far heavier. However, despite all of this, KwaZulu-Natal continues to be on its way to rebuilding

Even though, ever since the floods, KwaZulu-Natal has been largely exempted from loadshedding, the illegal Eskom strike over wages did slow down inter-provincial trade. The strike came at a period where the country was already experiencing some of the worst power outages we have seen in recent history. We remain hopeful that the wage negotiations and revisiting of the laws of essential services being forbidden to strike will prevent any future occurrences of this kind.

The ever-climbing fuel prices remain one the biggest threats to economic growth. As prices of producing and transporting several essential goods soar, it is becoming increasingly difficult for consumers to spend, and many are battling for their very survival. The fourth interest rate hike imposed by the Reserve Bank recently, has added further strain to the cost of living and negatively contributed to an already sluggish economy both nationally and provincially.

The provisional liquidation of Comair that saw the domestic carrier Kulula.com shut its doors not only resulted in a loss of jobs but also saw costs of tickets for domestic travel skyrocket. This will inevitably directly affect travel and tourism in the most important months of the year where travellers are gearing up for school holidays and international travellers for South Africa's amazing spring and summer months. KwaZulu-Natal, being one of the popular destinations of choice for unwinding, is mindful of the fact that we may not welcome as many visitors as we hope. Never-the-less we are positive that the situation will settle down and stabilize by 2023.

In the midst of the worries and hardships KZN was delighted to host the 2022 Africa Travel Indaba, a much-needed boost to the tourism sector in the aftermath of COVID-19. Durban hosted exhibitors and buyers from 55 countries in a three-day tourism extravaganza. Hotel occupancy rates were reported to be over 85%, short term jobs were created, and millions were injected into the province's GDP. Durban was once again put on the map for its hospitality and competence for hosting world class events.

As all things follow the path of a natural circle of life, nothing remains the same forever. We are seeing the world open up again. Science has found a way for us to coexist with the pandemic. Borders are becoming active and the restrictions are easing. Business is seeing the first signs of hope and morale is being boosted. The Q1 2022 economic performance for KwaZulu-Natal is evidence that the tide is certainly turning.

Encouragingly, the provincial government has taken necessary steps towards alleviating the adverse impact of the pandemic, July 2021 unrest and the flooding of April 2022 and May 2022, by placing renewed emphasis on rational reforms to improve outlook and boost long-term growth prospects. The efforts to alleviate these

challenges were complemented by the establishment of various initiatives aimed at aiding businesses and driving the turnaround and growth prospects of the province.

Some important events worth noting can be summarised below:

- The COVID-19 pandemic caused havoc to many businesses in the KZN province.
- The SA government responded to the pandemic-induced challenges by implementing a massive social and economic relief package to support companies, workers, households, and individuals in distress.
- More than 960,000 companies have benefited through the Unemployment Insurance Fund (UIF) wage support scheme and through the grants and loans provided by various government departments and public entities.
- More than 4 million workers have received R49 billion in wage support, helping to protect these jobs even while companies were not able to operate.
- In addition to those businesses that have received direct support, many more companies have benefited from tax relief measures worth in the region of R40 billion.
- The South African Reserve Bank acted swiftly to support the economy and protect the financial system, reducing interest rates to their lowest level in more than 50 years.
- With a view to protecting jobs and saving companies from bankruptcy, SA government introduced another important intervention in the form of a R200 billion Loan Guarantee Scheme. This scheme has thus far provided R16 billion in low-interest loans to almost 12,000 businesses.
- The Banks (Commercial and Development Finance Institutions) have together provided an additional R34 billion in debt relief to individuals and businesses.
- The damage caused by the pandemic to an already weak economy, to employment, to livelihoods, to public finances and to state owned companies has been colossal. However, the combined effect of the measures taken by the SA government and its social partners has been to preserve the country's economic capacity and lay the foundation for a more rapid recovery.
- The radical economic transformation agenda of the province, including poverty reduction and economic growth, cannot be sustained without economic transformation.
- However, contributing to economic transformation is possible by encouraging economic geographical spread – spatial development (sourcing and making opportunities available for investors in smaller towns/municipalities throughout KwaZulu-Natal to engender entrepreneurship and job creation).
- Poverty and inequality have deepened, threatening many South Africans with hunger and a sudden loss of income.
- Following the civil unrest and riots in both KZN and Gauteng provinces, Trade, Industry and Competition Minister Mr Ebrahim Patel announced the Economic Recovery Fund for affected parties. Government earmarked R3.75 billion for a fund to support the restoration of businesses devastated in violent looting and unrest.
- The fund is part of the broader R38 billion relief package announced by the Minister of Finance.
- The DTIC, IDC and National Empowerment Fund (NEF) are collaborating to ensure a coordinated approach to the relief efforts. As a collective the DTIC, IDC and NEF have put forward a total funding package of R3.7 billion in support of the various business recovery interventions. The split is as follows:
 - DTIC: R2 billion
 - IDC: R1.5 billion
 - NEF: R250 million
- The interventions will help in arresting the ongoing state of deindustrialisation and job losses.
- The national unemployment rate stood at 34,4% at quarter two of 2021, with the number of employed persons decreasing on a quarter-to-quarter basis by 54 000 to 14,9 million, while the number of unemployed persons increased by 584 000 to 7,8 million in quarter two when compared to quarter one

of 2021. Compared to a year ago, the total employment increased by 794 000, but the number of unemployed persons increased by 82,2% (3 531 000), due to a higher labour force participation rate (by 10,2 percentage points).

- The SA economy expanded by an estimated 4,7% in quarter two of 2021, which is a higher and encouraging growth rate, when compared to the revised growth of 4,2% in the preceding quarter.
- National Treasury expects a significant shortfall in revenue collection.
- South Africa's local government polls - The 2021 South African municipal elections held on November 1, 2021, were marked by the lowest voter turnout in post-apartheid South African history. The elections saw the support for the governing party - the African National Congress (ANC) – surprisingly falling below 50% for the first time since the party ascended into power 27 years ago. Some of the big winners were the Inkatha Freedom Party, the Economic Freedom Fighters, the Freedom Front Plus, independent candidates, the Patriotic Alliance and ActionSA; while the losers were the Democratic Alliance and the African National Congress. Although the ANC won a total of 161 of the 213 contested municipalities, the number of councils without a clear majority of any party increased from 18 to 70.
- The low voter turnout means that South Africa has effectively returned to minority rule as most registered voters in the townships and rural areas did not vote. Only 12,3 million people or less than half of the registered voting population of 26,2 million registered voters voted, representing a concerted withdrawal of votes from absentees. The voting outcome highlights the decline in trust in the ruling party in line with a study by Afro-barometer – an independent pan-African surveys network – which also found that local councils garnered the least trust out of 17 institutions in South Africa. The results further point to discontentment in the government's inability to address existing socio-economic challenges, which although compounded by the economic recession and ongoing COVID-19 pandemic, have been persistent, leading to an expanded unemployment rate of 44,4 percent. The disgruntled registered voters who abstained from voting, invariably included previously disadvantaged individuals and the impoverished, who may have missed a unique opportunity to influence the election of their local governing officials. The elections outcome shows the extent to which the people have spoken about their dissatisfaction with the governing party's lack of accountability, mismanagement of public funds, cadre deployment, incompetence, corruption and lack of service delivery, and the impact will remain with us for a long time. Encouragingly the ANC has acknowledged that the elections outcome is an eye opener and have committed to speedily attend to existing list of grievances - and all other shortcomings - to ensure better performance and turnaround in the 2024 elections. Hopefully, the poor voter turnout and results may jolt the political elite of the ANC into action to plot a remarkable turnaround strategy in the next elections.
- To address the issues of flooding KwaZulu-Natal Government and Business mobilised resources to drive the turnaround for the province. It was resolved that the following will be done:
 - Mobilize the Presidency, Department of Water and Sanitation, and National Treasury to form an all of government approach.
 - Bring in the World Bank Disaster Risk Management Team as a credible third party with global expertise and stature to build from the 2020 Lessons Learnt Exercise and Disaster Risk Financing Diagnostic that was formulated.
 - Coordinate & facilitate a SDB specific debrief to ensure a holistic and common understanding of the problem and stakeholder inputs to a possible solution
 - Coordinate and facilitate the conceptualization, design and costing of the solution.
 - Coordinate and facilitate the crafting of an implementation strategy including governance & partnership models that go through to implementation.
 - The following were adopted as long-term solutions to deal with flooding
 - Adherence to environmental laws in terms of human settlements and agriculture;

- No socio-economic activities on water ways, riverbanks and river mouths;
 - Resettlement of communities/Business away from flood prone areas;
 - Restoration of natural ecosystems- afforestation to prevent future floods;
 - Draft climate resilient and management strategy;
 - Design climate change resilient infrastructure; and
 - Investment in efficient drainage systems or storm water management systems
- The recently held ANC Provincial Conference in July 2022 saw the ushering in of new leadership into the province. The leadership has set out key priorities to be followed by entities that will have a marked impact on job creation and economic growth of the province. Therefore, there is a shift in gear in terms of delivery on these key priorities with call for entities to up their ante on service delivery initiatives.

Given the context, a consideration of the opportunities and threats that are important to ensure the relevance and sustainability of TIKZN is necessary.

Other Opportunities and Threats

The impact of the following factors remains significant to TIKZN's success:

- **Stakeholder engagements:** All stakeholder engagements including working relationships are formal, and are guided by an existing Stakeholder Management Plan, which is aimed at ensuring that the organization meets its vision and mandate. The main mandate of TIKZN is to promote the province as a prime inward investment destination and a leader in export trade. In consistently striving to deliver on the set mandate over time, TIKZN has developed a wide network of local and international partners that are important towards the implementation of strategies aimed at attracting direct investment to the province, while also growing export markets for local businesses.

Some of the stakeholders with which a complementary working relationship has been established include: the National Government and its Agencies, the KwaZulu-Natal Provincial Government, EDTEA and its Agencies, Economic Development Partners, District Development Agencies, Development Finance Institutions, KZN Municipalities, Investors, Exporters, National and local Businesses, Business Councils, Industry Associations, Sector Clusters, KZN Communities including traditional leaders, Import and Export Clearing Agents, Chambers of Commerce, Media, Provincial and International Investment Promotion Agencies, Embassies and Consulates, and International Partner Organisations. All the listed stakeholders and others not listed here, are important to TIKZN and have a role to play to ensure that the organisation achieves its mandate. Accordingly, there is continuous engagement and dialogue between the internal stakeholders of TIKZN (that is, the most immediate drivers of the organisation's mandate such as the CEO, managers, employees, directors, board members, EDTEA and the KwaZulu-Natal Provincial Government) and these strategic partners, to ensure that their views are considered in developing strategic direction for the organisation.

To harness benefits derived from these critical stakeholders, TIKZN has put together a comprehensive stakeholder Management Framework which tightly defines our key stakeholders and the role they play in helping the organization achieve its mandate. This framework was developed specifically to establish platforms to build social capital within a targeted sector. This is essential to sustaining brand value not only in the general sector but to foster strong, trusting relationships with a specific group of stakeholders, forged through continued positive interactions.

To realise the full potential of TIKZN's operations towards making a significant contribution to the economic growth of the province, and correspondingly attract investment, grow exports share and businesses, it is imperative that the plans of TIKZN are aligned to those of EDTEA, and that it works closely with other government institutions for approvals which are outside of TIKZN's mandate. A coordinated approach will ensure that a conducive business environment is maintained in the province for the ease of doing business, and that shared information is provided in a timely manner. TIKZN commits to maintaining and nourishing the established stakeholder relationships and will continuously engage with all relevant stakeholders to ensure that wherever possible, the local community benefits from developmental and catalytic projects.

- **Regulatory approvals:** Projects facilitated by TIKZN require various regulatory approvals (such as Environmental Impact Assessments (EIAs), Water use licenses, and Land use rights) which are required before development can take place. The lengthy timeframes involved in obtaining these approvals can significantly delay the start of a project or act as an impediment to further progress. TIKZN through the KZN One-Stop-Shop facilitates engagements with role players to track the progress towards obtaining critical regulatory approvals for catalytic game-changer projects.
- **Availability of incentives and Funding:** These are critical for the attraction and retention of investment in KZN. However, bureaucratic bottlenecks have caused unnecessary delays in approving company applications, much to the disgruntlement of potential investors. Moreover, the limited timeframe during which investors can apply, has been inhibiting, also creating confusion and dissatisfaction amongst investors who believe that they should have qualified for certain incentives or funding. TIKZN is working closely with the relevant Departments, and DFIs responsible for administering these incentives and funding, to address perceived constraints, minimize delays and boost the chances of successful applications towards enhanced value of private sector investments in the province.
- **Speed of innovation and technological innovation:** This is both a threat and an opportunity for TIKZN. While connectivity across the province is slowly improving, especially in tertiary institutions, the advent of the pandemic has highlighted existing inequalities when it comes to students making use of online learning platforms for their studies. There is lack of secure and adequate access to internet connectivity in some areas, and these act as impediments to further education or access to economic opportunities during periods of disruptions. It is important to ensure a secure, reliable, accessible and affordable broadband internet connectivity in the KZN province at all times, thereby enabling equal opportunities to all its citizenry.

Currently, approximately only one-quarter of KZN is covered by broadband. This presents opportunities for the Information and Communications Technological (ICT) services, also highlighting the need for TIKZN to identify opportunities in key projects aimed at growing broadband coverage. In addition, innovation by potential investors in their business operations is a significant factor for economic development. This, however, needs to be balanced against such companies' potential to create jobs, as more technologically advanced enterprises often operate in less labour-intensive environments. To ensure that more labour is engaged in ICT businesses (or that more entrepreneurs are developed) in the province, more employees should be trained and equipped with the requisite skills, making them employable. The importance of education and skills in ICT is clearly articulated in EDTEA's broadband programme as delineated under priority 3 (titled: Education, Skills and Health) of the revised MTSF. The segment recognizes the role of education, skills and health as vital components in the mix of the critical building blocks of socio-economic development and progress. It further avows that all three factors are also certainly important inclusions in the basket for a successful developmental state. TIKZN aligns with the statements as articulated by EDTEA and supports both maxims. Moreover, TIKZN envisages the possibility of forming a strategic partnership with EDTEA to

boost innovative, technological and entrepreneurship skills within the province, especially amongst the youth. The essence is for TIKZN and EDTEA to leverage on existing stakeholder networks and collaborate with KZN companies in the ICT industries, to ensure that they produce enough capacity for the needs of the province with less focus on employability but more on entrepreneurship, thereby reducing the over reliance on government for employment.

- **Changes in legislation: Protection of Personal Information Act, No. 4 of 2013 (POPIA)** came into effect on 1 June 2020. All entities had one year to comply with the requirements of this Act and were therefore required to be fully compliant by. In line with the national requirement, TIKZN has developed its POPIA compliance protocols, appointed and trained an information officer and a deputy information officer and also created a POPIA enforcement committee. The organisation's POPIA policy has been signed and endorsed by the Board of TIKZN earlier this year, and a second draft is being finalized to be presented to the board. The Committee has implemented the following operational documents which will assist TIKZN in meeting its POPIA obligations:
 - **POP001, Data Subject Consent** - To be completed by all Data Subjects of TIKZN, new and existing.
 - **POP002, Direct Marketing Consent** - To ensure TIKZN can lawfully market other products or events, we need to ensure our Data Subject database has consent for Direct Marketing.
 - **POP003, Personal Information Request Form** - The Data Subject can request their personal information from TIKZN; they need to fill out this form.
 - **POP004, Personal Information Request Response** - TIKZN official response to POP003.
 - **POP005, Operator Agreement** - Our service providers (existing and future) who process data on our behalf for whatever reason need to have this agreement signed.
 - **POP006, Privacy Notice** - This is a website copy of the TIKZN POPIA Policy.
 - **POP007, Privacy Impact Assessment TIKZN** - This assessment needs to be completed by all departments and when a new process is being planned/implemented.
 - **POP008, SLA POPIA Clause** - All SLA/Records/TOR/Contracts/Contractual Instruments must contain this clause.
 - **POP010, Client Enquiry Form.**
 - **POP011, Amended TAF Application Form.**
 - **POP012; Business Support Fund Application Form.**
 - **POP013, TIKZN Financial Assistance Scheme Application Form.**

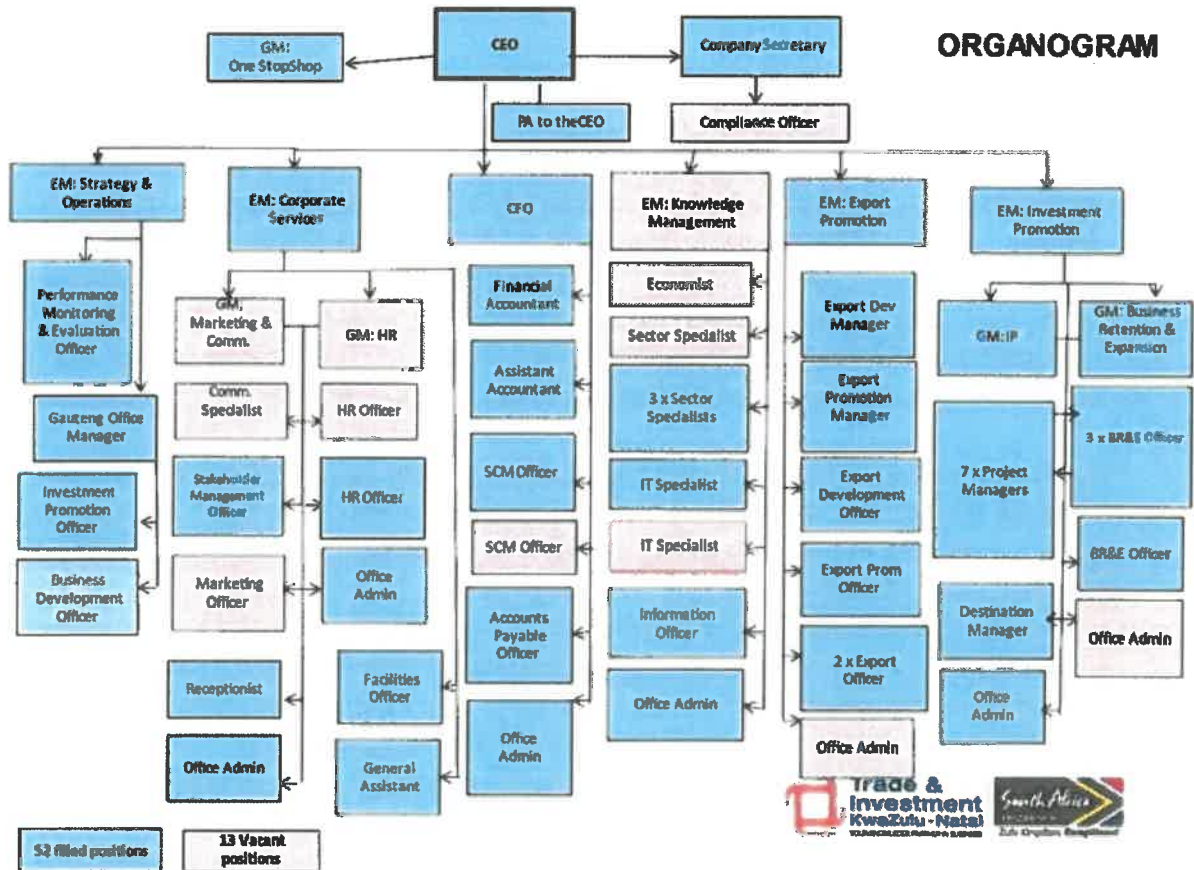
3. Internal Environment Analysis

Organizational Structure

The CEO (appointed by the Board) is supported by the Executive Management Team. The organization boasts highly skilled staff tasked with ensuring the efficient implementation of strategy and its deliverables. The organization is run through the following key Business Units:

- Investment Promotion and Facilitation, including the following sub-units
 - Business Retention and Expansion
 - Destination Marketing
- Export Development and Promotion
- Knowledge Management (Including ICT)
- Office of the CEO, including the following sub-units
 - Strategy and Operations
 - One Stop Shop Investment Centre (including advocacy)
- International Relations, housed within the Gauteng Office
- Support Services including the following sub-units:
 - Marketing and Communications
 - Finance (including Supply Chain Management)
 - Human Resources

The organization has a total of 65 staff members, 52 of those positions are filled with 13 vacancies still needing to be filled. Work is underway to request permission to fill the new vacancies that have arisen in order to ensure the continuity of the organization.



Governance Structures

As a Schedule 3C public entity, TIKZN is governed by the Public Finance Management Act (PFMA) and its related Treasury Regulations, as well as any National and Provincial guidelines. The entity is controlled by its Board, which serves as the Accounting Authority, and is accountable to the MEC for the KZN Department of Economic Development, Tourism and Environmental Affairs, in his capacity as the Executive Authority. TIKZN's Board consists of two executive members (TIKZN's Chief Executive Officer and Chief Financial Officer), and five independent non-executive members appointed by the MEC.

The Board is specifically structured to provide a diverse mix of skills and experience relevant to TIKZN's operations and the diverse environment in which it operates. A few Committees of the Board assist the Board in fulfilling its objectives and responsibilities. These committees include the Audit, Risk and Compliance Committee, Human Resources and Social Ethics Committee (HRSEC), and the Trade and Investment Committee (TIC).

Governance and Capacity to deliver

The continuous existence and growth of TIKZN is underpinned by key economic imperatives, priorities, plans, acts and strategies of the country (viz. the State of the Nation Address 2022, the electoral mandate as reflected in the 2019–2024 Medium Term Strategic Framework, the South African Economic Reconstruction And Recovery Plan, and the National Development Plans), and of the KwaZulu-Natal Province (namely, the State of the Province Address 2022, the PGDS and its corollary the PGDP, and the KZN Economic Reconstruction and Transformation Plan).

TIKZN has taken into account the limited capacity it has in order to efficiently ensure service delivery. At the wake of the Coronavirus Pandemic, the social unrest of July 2021 and the recent flooding, there is further additional focus on local investments, the retention of businesses that are in distress, township and rural economies revitalisation. The requested positions are to assist the KwaZulu-Natal government in its efforts to stimulate, reconstruct and recover the economy subsequent to the constraint economy due to various factors including COVID-19 impact. Operating in the COVID-19 New Normal environment particularly in circumstances of reprioritised budgets, costs cutting measures and staff vacancies, requires effective collaboration with economic development partners to do more with less resources. It requires TIKZN to capitalise on its strength, while minimising perceived weaknesses. Important factors to consider include the following:

- **Partnering to deliver** – TIKZN will continue with more effective stakeholder collaborations and partnerships. Collaboration with related government agencies and the private sector is needed to accelerate investment and export promotion through closer coordination of cross-cutting strategic economic development opportunities.
- **Compliance** - TIKZN is Level 4 B-BBEE compliant. TIKZN needs to improve its B-BBEE 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 52. Staff are qualified and experienced. A staff survey cited the need for improvement in areas of communication, engagement, and workload management. The need to also review the skills base of the organization, for realignment to the mandate of the organization, was highlighted. In response to this, the team currently recruiting for eleven vacancies and is working on improving on internal communication through the introduction of quarterly CEO roadshows with staff.

- **Strengthened International Relations:** Through the Gauteng office, the team has made inroads in terms of strengthening our strategic partnership with Diplomatic Corps. As a consequence, 2022 has seen a marked improvement in the number of inward missions into KZN resulting in key leads generated for the organisation.
- **Governance/ Leadership** – The Board of Directors composition/ mix (both public sector and private sector) makes for diverse thinking. The established Trade and Investment Committee is gaining momentum, embracing new ideas/concepts.
- **Budget constraints** have been cited, with a large cost based derived from operational expenses on staff. Certain internal programmes within the Business Retention & Expansion division are resource constrained.

In responding to operational 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 (One-SS) 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.
- Implementing KZN Buy Local Campaign Initiative in collaboration with Proudly SA, the KZN Growth Coalition and the Municipalities (Business Stability Initiative).
- Collaborating with Industry Clusters and Industry Associations in developing business Health Index, SMME Development and Sector Intelligence Reports.
- Enhancing existing organisational business financial support schemes to respond to COVID-19 challenges.
- Strengthening compliance, fostering and enhancing collaboration with businesses through focused visitation program to high valued businesses and Industrial Parks.
- The organisation also had initiatives focused on women, youth and people with disabilities. Through the Business Retention and Expansion Unit as well as Export Development and Promotions Unit, a number of these business were exposed to online opportunities driven by these respective units during hard lockdown.

For the period 2021/22 TIKZN strengthened its recovery initiatives. During the period under review, the following were key deliverables:

- Overall performance was above set targets (in the main). This has been seen across the various programs. TIKZN is now focused on outcome-based reporting in accordance with the new treasury regulations built around the theory of change. The organisation has redeveloped some of the performance measures to be more impactful in line with its revised strategy, and the district development model.
- Increased engagements with municipal entities have occurred across all programs, and processes are aligned to stakeholders' input. TIKZN is further committed to working closer with the districts (in an integrator/coordinator role) and is also funding the KZN Executive Liaison engagements.
- Development of a Stakeholder Management Framework which meant a more balanced approach aimed at engaging both the public sector and the private sector was developed. This correlates with the role of the organisation being a key link between business and government.
- The organisation has achieved some good partnerships under the motto of 'partnering to deliver', which will be escalated to future projects as resources become available. The approach also helped reduce duplication with other peer organisations and enabled the organisation to be more focussed in its approach, in line with the request of key stakeholders.
- The One-Stop-Shop (One-SS) facility's envisaged partnership with Invest SA has materialised. Further envisaged collaboration with the KZN District Development Agencies is intended to provide remote One-SS services.

- Increased drive to target and measure transformation and economic inclusivity has been noted in the last three years of performance. For increased economic and social relevance, the organisation will have to further prioritize this area in the revised strategy particularly on SMMEs, and on the rural and township economies.
- The need for increased focus on policy and advocacy – to reduce the cost of doing business and limit disruptions in key business sectors – has been highlighted and is a high priority area for the organisation.
- The clean audit finding and the guidance from the Auditor General has been noted and this APP's technical descriptions have accordingly been enhanced.
- The organisation has been given a go ahead to fill 11 vacant positions. As such, has made a concerted effort to ensure that priority is given to women, youth and people with disabilities are considered for these positions.

Overall, the organisation is making progress towards the targets as contained in the TIKZN Strategy 2020/2021 - 2024/2025. However, a closer review of some of the measurables highlights the need for them to be reviewed, given the difficult operating business environment, underpinned by a slowly growing domestic economy and the persistent COVID-19 pandemic. 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 to how to do more with this resourcing by:

- Partnering to deliver – thereby avoiding duplication of efforts with partners;
- Increasing organisational focus and agility;
- Strengthening economic inclusivity and relevance; and
- Working closely, and in a more integrated manner, with stakeholders.
- Implementing the Stakeholder Engagement Framework that has already been developed by the organisation.

4. TIKZN Board Priorities

Noting the concerning lingering impact of the COVID-19 pandemic on business operations, the impact on investor confidence by the riots of July 2022 and the resultant disconcerting jobs losses, TIKZN needs to respond by linking opportunities to the developmental needs of our people. This implies that more attention should be placed on the following priority areas:

4.1 Targeting Local and Foreign Investment Opportunities, through:

- Improved alignment of Investor Targeting and Country Targeting Strategy (Combine two existing TIKZN documents);
- Developing an Investor Opportunities Guidelines to guide project packaging, in the form of a "Sector Opportunities Booklet" which will focus specifically on:
 - Food Security for Africa;
 - Chinese interests in Commodities & Beef Exports;
 - Renewable Energy - Batteries investments, Hydrogen, HOV, PLV;
 - Warehousing opportunities;
 - Trans-shipment opportunities;
 - ICT sector;
 - Mining opportunities; and
 - Cannabis & Hemp Sector (removing barriers to entry).
- Promoting Location Opportunities for new investments, focussing in particular on:
 - The Automotive Sector;
 - The Manufacturing Sector with specific focus on clothing and textile;
 - Land Restitution opportunities (structure to package opportunities in partnership with municipalities); and
 - Traditional Authority investments.
- Facilitate access to funding, focusing on:
 - Pension funds (partnership with Unions/etc.);

- Commercial Banks;
- Equity funders: and
- Angel investors.
- Black Industrialists Support with particular focus on:
 - land restitution projects; and
 - incubation (localization – steel, automotive, logistics, etc.)
- Revival of the Head Quarter Attraction Strategy
- Investment Value Proposition to be prepared for presentation at a JSE / KZN Indaba; and
- Lobbying opportunities (collaboration with e.g., sugar industry, etc.)

4.2 Targeting KZN Competitive and Comparative Advantages and Package Market-ready deals

Need to focus on comparative advantage of KZN that enables TIKZN to expose competitive advantage of our Province, namely:

- Oceans economy, focusing on:
 - Two largest South African Ports (logistics, distribution, warehousing, providing critical linkages to other sectors of the economy);
 - Aquaculture opportunities;
 - Take advantage of the 600km coastal line which affords us an opportunities of becoming the hub for the region in respect of:
 - Small craft harbour;
 - Tourism, including tourism investment, with far reaching opportunities for everyone; and
 - Fish processing facilities- driving transformation (co-ops opportunity).
 - Mariculture, such as:
 - Food security; and
 - Oil and gas exploration.
 - Cruise tourism opportunities.
- Relatively high rainfall compared to other regions of South Africa, presenting with opportunities for water sensitive developments;
- Mobility Sector
- Textiles/Footwear/Leather;
- Renewable energy;
- Agro -business/Agro-processing;
- Health Innovation and Pharmaceuticals; and
- Tourism – strong focus on history, heritage, conservation, eco-tourism and niche tourism.

4.3 Enhance Investor Confidence by Facilitating Risk Mitigation and focussing on:

- Inadequate investment incentives and lack of Municipal investor friendly policies;
- Bureaucracy and Red Tape (i.e., in terms of turnaround time in processing regulatory applications);
- Incoherence of coordination between the province and national departments;
- Coordination between municipalities and government departments on business applications;
- Political instability & lawlessness. (July 21 Civil Unrest & Business high jackings);
- Economic sabotage by business forums;
- Insurability of businesses being compromised;
- Poor performance of and disincentive environment created by municipalities; and
- Collapse and poor state of critical infrastructure and services, in particular:
 - Energy;
 - Harbours;
 - Rail;
 - Roads; and
 - Water.

4.4 In addition to the above the Board will also be focussing on:

- Identifying strategic opportunities and select key areas for implementation with sister entities/departments;
- Localisation and import replacement initiatives;
- Increased visibility in investment promotion and export development in municipalities (with particular focus on women, youth and the people with disabilities);
- Promote inclusive economic growth – ensure alignment with National Government priorities;
- Be more effective and enhanced stakeholder management programmes to be implemented;
- Ensure Business Retention and Expansion initiatives become the norm of the organisation, given the difficult operating environment;
- Ensure business demographic representation in outward missions focusing on appropriate sectors;
- Improve inward and outward delegation coordination – in the post COVID-19 'New Normal', and make more use of online platforms; and
- Collaborate more on provincial catalytic projects, including investment promotion/export development programmes.

Part C: Measuring Our Performance

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:

Programme 1: Investment Promotion

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

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
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 through targeted investment support.	1.1 Rand value of new fixed investment (domestic and foreign) commitments, in the province, facilitated through targeted investment support	R2.76bn	R2.22bn	R8.331bn	R2.0bn	R2.5bn	R3.0bn	R3.5bn
	Potential new jobs facilitated through targeted investment support.	1.2 Number of potential new jobs facilitated through targeted investment support.	3845	6554	3182	3000	3500	4000	4250

Outcome	Outputs	Output Indicators	Annual Targets									
			Audited / Actual Performance				Estimated Performance				MTEF Period	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26			
	Investment project opportunities facilitated for priority groups.	1.3 Number of investment opportunities facilitated for priority groups.	6	22	24	20	25	30	35			

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
		R625m	R625m	R625m	R625m
1.1 Rand value of new fixed investment (domestic and foreign) commitments, in the province, through targeted investment support	R2.5bn	R625m	R625m	R625m	R625m
1.2 Number of potential new jobs facilitated through targeted investment support.	3500	875	875	875	875
1.3 Number of investment opportunities facilitated for priority groups	25	-	-	-	25

Explanation of planned performance over the medium-term period

The proposed outputs comprise a segmented and targeted approach to investment promotion i.e., investment promotion and facilitation segmented by international and domestic investors, 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.

Programme 2: Destination Marketing

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

Outcome 2: Increased investment opportunities through targeted destination marketing.

Outcome	Outputs	Output Indicators	Audited /Actual Performance				Annual Targets			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
2. Increased investment opportunities through targeted destination marketing.	Destination marketing activations facilitated to create new investments.	2.1 Number of international trade & investment platforms hosted.	15	14	18	15	20	20	20	
	Provincial / International investment conference / Webinars hosted.	2.2 Number of international investment conferences coordinated in the province.	2	2	2	1	2	2	2	

Output Indicators: Annual and Quarterly Targets

	Output Indicators				
	Annual Target	Q1	Q2	Q3	Q4
2.1 Number of international trade & investment platforms hosted.	20	5	5	5	5
2.2 Number of international investment conferences coordinated in the province	2	-	-	-	2

Explanation of planned performance over the medium-term period

In achieving the above, strengthened destination marketing, customised to the requirements of the various investor types (regional, domestic, international), is necessary. Outputs and indicators include the number of international investment generation activities and the number of investment conferences coordinated in the province.

Programme 3: Export Development and Promotion

Purpose: To develop and promote exports from the KZN Province

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	MTEF Period			
			2019/20	2020/21	2021/22	2023/24	2024/25	2025/26	
3. Growth and expansion (including transformation) of the economy through export promotion activities.	Increased turnover by exporters assisted by TIKZN.	3.1 Rand value increase in the turnover of KZN exporters assisted.	New	R37.65m	R102.35m	R35m	R 50m	R55m	R60m
	Jobs created by exporters assisted by TIKZN from a trade Development and Promotion perspective.	3.2 Number of jobs created by KZN exporters assisted	New	21	547	100	110	121	133
	Emerging Companies developed for export readiness	3.3 a) Number of emerging companies capacitated for export readiness	11	69	59	40	45	50	55
	KZN exporters exposed to trade related events in targeted markets	3.3 b) Percentage of emerging companies capacitated for export readiness within priority group	New	New	New	New	60%	60%	60%
			NEW	NEW	NEW	60	77	85	93
	Exporter Companies assisted.	3.4 Number of companies that have participated in trade related events in targeted markets	176	27	65	48	53	58	63
Trade related queries from KZN exporters are facilitated to	3.5 Number of Exporters capacitated.	NEW	NEW	NEW	50	55	61	66	
	3.6 Number of Trade related enquiries facilitated to completion								

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	completion									

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.1 Rand value increase in the turnover of KZN Exporters assisted.	R50m	-	-	-	R50m
3.2 Number of jobs created by KZN Exporters assisted	110	-	-	-	110
3.3 a Number of emerging companies capacitated for export readiness	45	5	15	15	10
3.3 b) Percentage of emerging companies capacitated for export within priority group	60%	60%	60%	60%	60%
3.4 Number of companies that have participated in trade related events in targeted markets	77	19	20	19	19
3.5 Number of Exporters capacitated	53	13	14	13	13
3.6 Number of trade related enquiries facilitated to completion	55	13	14	13	15

Explanation of planned performance over the medium-term period

There is a need for the organization (and significant opportunity), to further, grow and strengthen export and trade initiatives, this will include the use of and facilitation of access to e-platforms for exporters, Output indicators have been developed however during the year, both the Rand Value increase in turnover and Number of Jobs created as key indicators per each segment will be determined. 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.

Programme 4: Business Retention and Expansion

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

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			
			2019/20	2020/21		2021/22	2023/24	2024/25	2025/26
4. Transforming of the economy through expansion and retention of investments and jobs.	Businesses supported through business retention interventions.	4.1 Number of businesses supported through business retention interventions.	15	104	130	120	100	100	100
	Expansion and retention projects committed.	4.2 Rand value of expansion and retention projects committed through targeted business expansion and retention support activities.	R2.203bn	R835m	R611.3million	R600m	R1.0bn	R1.5bn	R1.75bn
	Jobs created and retained from business support expansion and retention support interventions.	4.3 Number of jobs from targeted expansion and retention support interventions	2566	3256	6323	1800	1800	1800	2000
	Business support programmes implemented to improve business competitiveness and efficiency	4.4 Number of technical business support programmes implemented	NEW	NEW	NEW	9	12	15	18
	Localisation Programmes facilitated	4.5 Number of localisation initiatives facilitated.	NEW	NEW	NEW	3	3	3	3

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Business Retention and Expansion					
4.1 Number of businesses supported through business retention interventions.	100	25	25	25	25
4.2 Rand value of expansion and retention projects committed through targeted business expansion and retention support activities.	R1.0bn	R250m	R250m	R250m	R250m
4.3 Number of jobs from targeted expansion and retention support interventions.	1800	450	450	450	450
4.4 Number of technical business support programmes implemented	12	3	3	3	3
4.5 Number of localisation initiatives facilitated.	3	.	1	1	1

Explanation of planned performance over the medium-term period

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, business disruption (driven by riots and flooding) to save jobs and ensure the sustainability of businesses in KZN.

Programme 5: Office of the Chief Executive Officer

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

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

Outcome	Outputs	Output Indicators	Audited /Actual Performance					Annual Targets					
			2019/20		2020/21		2021/22		Estimated Performance		MTEF Period		
									2022/23		2023/24		2024/25
Strategy and Operations													
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	Strategic partnerships facilitated	5.1 Number of strategic partnerships facilitated.	14	8	6	4	4	4	4	4	4	4	4
	Risks identified and properly mitigated or resolved.	5.2 Percentage of risks identified that are properly mitigated or resolved	79%	95%	96%	95%	95%	95%	95%	95%	95%	95%	95%
	BBBEE compliant	5.3 Improvement on B-BBEE rating for TIKZN.	Not Finalised	Non-compliant	Level 7	Level 6	Level 4	Level 4	Level 4	Level 3	Level 3	Level 3	Level 3
One Stop Shop (One-SS)													
KZN projects supported with strategic business interventions.	Catalytic Projects facilitated through project brokering support interventions.	5.4 Number of strategic project interventions processed by the One Stop Shop.	New	New	11	20	24	Note: Capacity may impact on achieving this target	30	30	30	30	
			New	4	8	4	4	4	4	4	4	4	
			New	4	5	4	3	0	0				
Satellite District One-SS established	5.6 Number of satellite District One Stop Shops established.	New	4	5	4	3	0	0	0	0	0		

Output Indicators: Annual and Quarterly Targets

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Strategy and Operations					
5.1 Number of strategic partnerships facilitated	4	1	1	1	1
5.2 Percentage of risks identified that are properly mitigated or resolved.	95%	-	-	-	95%
5.3 Improvement on B-BBEE rating for TIKZN.	Level 4	-	-	-	Level 4
One Stop Shop (One-SS)					
5.4 Number of strategic project interventions processed by the One Stop Shop.	24	6	6	6	6
5.5 Number of Catalytic Projects facilitated through project brokering support interventions	4	-	-	-	4
5.6 Number of satellite District One Stop Shops established	3				3

Explanation of planned performance over the medium-term period

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, July unrests and flood impact. 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.

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 Stop Shop across the province. The One Stop Shop will be a primary contact point in assisting KZN business to access various government support measures introduced to provide relief to businesses impacted by the pandemic as well as the floods and July riots.

Programme 6: Knowledge Management

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

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		
			2019/20	2020/21		2021/22	2023/24	2024/25
6a) An enabling business environment through improved knowledge and business intelligence.	New investment packaged projects to stimulate the KZN economy. Sector profiles developed and disseminated. Quarterly Economic Reviews produced and disseminated. Policy advocacy initiatives facilitated.	6.1 Number of investment projects packaged. 6.2 Number of comprehensive Sector studies developed and disseminated. 6.3 Number of economic reviews produced and disseminated. 6.4 Number of policy advocacy initiatives facilitated	17	16	10	6	8	8
			32	16	16	12	14	14
			15	28	27	12	20	20
			7	0	7	3	4	4
			Information Technology					
6b) Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology.	Business improvement digitisation platforms for TIKZN. TIKZN's ICT infrastructure solutions. Efficient and	6.5 Number of business improvement digitisation initiatives implemented 6.6 Number of ICT Infrastructure Solutions implemented. 6.7 Percentage ICT reliability	New	6	4	4	4	4
			New	7	8	6	2	2
			New	New	New	New	90%	90%

reliable ICT connectivity

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
6.1 Number of investment projects packaged.	8	-	-	-	8
6.2 Number of comprehensive Sector studies developed and disseminated.	14	3	4	3	4
6.3 Number of Economic Reviews produced and disseminated	20	5	5	5	5
6.4 Number of policy advocacy initiatives facilitated.	4	-	-	-	4
Information Technology					
6.5 Number of business improvement digitisation initiatives implemented	4	1	1	1	1
6.6 Number of ICT infrastructure solutions implemented	2		1		1
6.7 Percentage ICT reliability	90%	90%	90%	90%	90%

Explanation of planned performance over the medium-term period

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 and any other global disturbances that might have an impact on investment outlook. The output will feed into the investment pipeline managed by the Investment Promotion business unit

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.

The Economic Overviews are 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.

Policy advocacy initiatives include 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 these.

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.

Programme 7: Support Services

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

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				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		
7. Effective service delivery through integrated and strategic support to the organization	Financial stability of the organisation	7.1 Number of Clean Audit Opinions.	Unqualified opinion	Clean Opinion 2019/20	1	1	1	1	1	1	
		7.2 Percentage of audit findings resolved prior to annual AG Audit.	79%	100%	96%	95%	95%	95%	95%	95%	
		7.3 Percentage of payments made within 30 days	91.19%	96%	98.33%	95%	95%	95%	95%	95%	
	Human Resources										
	Performance management system implemented as per policy	7.4 Number of performance reports tabled at Moderation Committee	New	100%	100%	1	1	1	1	1	1
	Training interventions implemented	7.5 Percentage of training interventions implemented	New	100%	100%	95%	95%	95%	95%	95%	95%
Organisational development programmes implemented (Coaching and mentoring).	7.6 Number of organisational development programmes implemented.	New	7	13	4	4	4	4	4	4	

Outcome	Outputs	Output Indicators	Annual Targets									
			Audited /Actual Performance		Estimated Performance		MTEF Period					
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26			
	Compliance to legislation and HR Policies and Procedures	7.7 Number of legislated compliance documents submitted. 7.8 Number of compliance initiatives implemented.	New	5	9		2	2	2	2	3	
Marketing and Communications												
	Create awareness of TIKZN offerings	7.9 Number of marketing initiatives in support of the organisation	New	13	21		8	116	116	116	116	
	Strategic partnerships facilitated and forged through engagement and sponsorships	7.10 Number of strategic stakeholder engagements held.	New	11	13		4	12	12	12	12	
	Internal and external communication to drive strong corporate culture and deliver on annual APP strengthened.	7.11 Number of PR Initiatives undertaken	New	13	22		13	38	38	38	38	

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Finance					
7.1 Number of Clean Audit Opinions.	1	--	1	-	-
7.2 Percentage of audit findings resolved prior to annual AG Audit.	95%	-	-	-	95%
7.3 Percentage of payments made within 30 days.	95%	95%	95%	95%	95%
Human Resources					
7.4 Number of performance reports tabled at Moderation Committee	1	-	-	-	1
7.5 Percentage of training interventions implemented	95%	24%	24%	24%	23%
7.6 Number of organisational development programmes implemented.	4	1	1	1	1
7.7 Number of legislated compliance documents submitted	2	1	-	-	1
7.8 Number of compliance initiatives implemented	3	-	1	1	1
Marketing and Communications					
7.9 Number of marketing initiatives in support of the organisation	116	29	29	29	29
7.10 Number of strategic stakeholder engagements held.	12	3	3	3	3
7.11 Number of PR Initiatives undertaken	38	9	10	10	9

Explanation of planned performance over the medium-term period

The key support functions of the organization comprise Finance (and compliance risk), HR, Marketing (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.

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.

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

Programme 8: International Relations (Gauteng Office)

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

Outcome 8: International relations, investment attraction and destination marketing.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
8. International relations, investment attraction and destination marketing	Investment targeting and lead generation	8.1 Number of Qualified leads generated.	64	51	47	28	45	50	55
		8.2 Number destination marketing activations to generate awareness	NEW	NEW	NEW	NEW	20	30	40
		8.3 Number of international relations programmes facilitated	34	22	26	6	15	20	25

Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target			
	Q1	Q2	Q3	Q4
International Diplomatic Relations and Destination Marketing (Gauteng Office)				
8.1 Number of Qualified leads generated.	45	12	12	9
8.2 Number of international and domestic activations to generate awareness	20	5	5	5
8.3 Number of international relations programmes facilitated	15	4	4	3

Explanation of planned performance over the medium-term period

The TIKZN Gauteng office plays an integral role in marketing the province of KZN to potential investors, including through the use of virtual platforms. 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.

Description of planned performance in relation to the programme's outputs is tabled below:

Output	Description for year 4 (2023/24)
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, through targeted investment support.	A rand value target of R2.5 Billion has been set as the target for new domestic and foreign investment in the province for 2023/24
Potential new jobs facilitated through targeted investment support.	The targeted number of potential jobs to be created from investments in the province is 3500 for the period.
Investment project opportunities facilitated for priority groups.	Project facilitation for priority groups is a priority for TIKZN and a target of 25 companies from priority groups will be assisted during the 2023/24 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 20 activities.
Provincial / International investment conference / Webinars hosted	2 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 exporters assisted by TIKZN.	Rand value of export turnover for KZN exporters who will be assisted for 2023/2024. A target of R50m has been set.
Jobs created by exporters assisted by TIKZN from a trade development and promotion perspective.	Number of jobs created by exporters for 2023/2024. A target of 110 has been set
Emerging and priority groups Companies developed for export readiness	<ul style="list-style-type: none"> a) 45 Emerging export companies developed for export readiness b) 27 (60% of 45) companies from priority sectors will be assisted with export readiness during the year.
KZN Exporters exposed to trade related events in targeted markets.	TIKZN will facilitate access to market for 77 KZN Exporters during the year.
Exporters Companies assisted	53 companies will be assisted.
Trade related queries from KZN exporters are facilitated to completion.	TIKZN will resolve 55 trade related queries on behalf of KZN exporters

Output	Description for year 4 (2023/24)
Outcome 4: Transforming of the economy through expansion and retention of investments and jobs	
Businesses supported through business retention interventions.	100 businesses will be afforded assistance during the year as part of the Business Retention and Expansion programme.
Expansion and retention projects committed.	Business Retention and Expansion has set a target of R1bn in expansion and retention projects for 2023/24.
Jobs created and retained from expansion projects.	Business Retention and Expansion has set a target of 1800 retained and potential jobs from expansion projects.
Business support programmes implemented.	12 business support programmes to accelerate enterprise development/ supplier development initiatives during 2023/24.
Localisation programmes facilitated.	3 localisation initiatives will be facilitated during the year.
Outcome 5: Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction	
Strategic partnerships facilitated	4 strategic partnerships will be developed to leverage the Partner to Deliver model, during the year.
Risks identified and properly mitigated or resolved	95% of risks will be identified and addressed during the risk management process for 2023/24. .
B-BBEE compliant.	TIKZN will aim to improve its B-BBEE score to Level 4 during the year.
KZN projects supported with strategic business interventions	24 strategic business interventions will be processed by the One Stop Shop
Catalytic projects facilitated through project brokering support interventions.	4 catalytic projects will be brokered, and support provided for to attract investment to the province.
Satellite District One Stop Shop established.	TIKZN will engage District Development Agencies to increase the presence of the One Stop Shop to 3 more locations in 2023/24.
Outcome 6: An enabling business environment through improved knowledge and business intelligence.	
New investment packaged projects to stimulate the KZN economy.	8 projects will be packaged, including but not limited to business plans, feasibility studies etc.
Sector profiles developed and disseminated.	14 Comprehensive sector profile reports will be developed during 2023/24 to create an enabling environment for business in KZN.
Quarterly Economic reviews produced and disseminated	20 Quarterly economic overview reports will be completed during 2023/24.
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.	4 digitisation initiatives are planned to be implemented for TIKZN.
TIKZN's ICT infrastructure solutions.	2 ICT infrastructure systems implemented during the year to support the organisation in implementing its mandate.

Output	Description for year 4 (2023/24)
Efficient and reliable ICT connectivity	90% ICT Reliability maintained
Outcome 7: Effective service delivery through integrated and strategic support to the organization.	
7.1 Financial stability of the organisation	The finance department will prepare for audit to ensure a clean audit report for the 2022/23 financial year.
	95% of audit findings raised, will be resolved prior to the annual 2022/23 audit.
	To ensure compliance with government policy 95% of suppliers will be paid within 30 days.
Performance management system implemented as per policy	1 performance report will be tabled at the Moderation Committee during 2023/24.
Training interventions implemented	Staff training will be conducted for staff to ensure a high-performance culture. 95% of staff will be targeted.
Organisational development programmes implemented.	4 Organisational development programmes will be held to ensure the values of the organisation are entrenched
Compliance to legislation and HR policies and procedures	2 Legislated compliance documents will be submitted during 2022/23, e.g., WSP/EE/Basic Conditions of Employment inspection, etc. 3 Compliance initiatives will be implemented, e.g., TIKZN Policies/POPIA, etc.
Create awareness of TIKZN offerings.	Marketing and Communications will facilitate 116 marketing initiatives during 2023/24.
Strategic partnerships facilitated and forged through engagement and sponsorships	12 stakeholder engagements will be held during 2023/24
Internal and external communication to drive strong corporate culture and deliver on annual APP strengthened.	The Marketing and Communications business unit will undertake 38 PR initiatives during 2023/24
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 2023/24.
	20 destination marketing activations to generate awareness
	15 international relations programmes facilitated

Programme Resource Considerations

Table 4.V : Financial summary for Trade and Investment KwaZulu-Natal (TIK)

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19*	2019/20*	2020/21				2022/23	2023/24	2024/25
R thousand									
Revenue									
Tax revenue									
Non-tax revenue	113 140	130 153	107 230	86 076	125 605	125 605	101 036	91 316	95 371
Sale of goods and services other than capital assets				10					
Entirely revenue other than sales	425	1 086	413	750	1 100	1 100	1 200	1 200	1 200
Transfers received	112 705	129 065	106 817	85 306	124 505	124 505	99 836	90 116	94 171
Of which:									
EDTEA	85 935	102 321	83 415	85 306	85 306	85 306	85 436	90 116	94 171
Roll-over: EDTEA	26 109	22 952	15 069		12 991	12 991			
EDTEA projects					13 000	13 000	14 400		
the dtic	266	1 814	1 437						
NDT	305	1 978	4 961		12 668	12 668			
DSBD			1 935		540	540			
Sale of capital assets	10	2		10					
Financial transactions in assets and liabilities									
Other non-tax revenue									
Total revenue	113 140	130 153	107 230	86 076	125 605	125 605	101 036	91 316	95 371
Expenses									
Programmes									
1. Corporate Services	54 226	57 751	44 778	42 928	56 219	56 219	46 319	47 299	49 168
2. Investment Promotion and Facilitation	20 582	32 525	22 193	22 093	21 081	21 081	34 011	23 632	22 518
3. Export Development and Promotions	11 713	12 837	6 380	8 385	8 637	8 637	8 910	8 798	10 062
4. Knowledge Management	9 030	12 148	11 281	12 670	15 408	15 408	11 798	11 587	13 623
Total	95 551	115 061	84 612	86 076	101 345	101 345	101 036	91 316	95 371
Economic classification									
Current expenses	94 791	114 339	84 186	85 328	100 574	100 574	100 423	89 985	93 881
Compensation of employees	40 011	44 071	46 376	52 281	57 324	57 324	58 675	58 675	58 675
Goods and services	54 780	70 268	37 810	33 047	43 250	43 250	41 748	31 310	35 206
Interest on rent and land									
Transfers and subsidies									
Payments for capital assets	740	722	426	748	771	771	613	1 331	1 490
Payments for financial assets									
Total expenses	95 531	115 061	84 612	86 076	101 345	101 345	101 036	91 316	95 371
Surplus / (Deficit)	17 609	15 092	22 618	-	24 260	24 260	-	-	-
Adjustments for Surplus / (Deficit)	(17 609)	(15 092)	(22 618)	-	-	-	-	-	-
Provision for non-cash items	(109)	(1 430)	(9 627)						
Accumulated surplus funds	(17 500)	(13 662)	(12 991)						
Surplus / (Deficit) after adjustments	-	-	-	-	24 260	24 260	-	-	-

*Note: The prior year figures were restated in line with the AFS

Updated Key Risks

Outcomes	Key Risks	Possible Risk Mitigation Measures
Outcome 1: Growth and expansion (including transformation) of the economy through new Greenfields fixed investments	Budget Cuts: investment support	<ul style="list-style-type: none"> Set for alternative income streams to support investment promotion activities.
	Unfavourable economic conditions	<ul style="list-style-type: none"> National and provincial government lobbying
	Unfavourable supply of utilities	<ul style="list-style-type: none"> National government lobbying
	Red Tape	<ul style="list-style-type: none"> Utilise project brokering unit effectively. National and provincial government lobbying
	Poor infrastructure conditions to support socio-economic growth	<ul style="list-style-type: none">
	Political instability	<ul style="list-style-type: none">
	Lack of serviced land	<ul style="list-style-type: none"> Engage local government on land use strategy
	Lack of investment incentives	<ul style="list-style-type: none">
Outcome 2: Increased investment opportunities through targeted destination marketing.	Slow approval process for international missions	<ul style="list-style-type: none"> Timeous submission of proposals
	Limited number of inward missions to KZN	<ul style="list-style-type: none"> Pro-active engagement with international missions in South Africa; leverage TIKZN Gauteng office; engagement with international stakeholders
	Global economic downturn and other major socio-political issues such as the war in Ukraine, rising European right-wing conservatism, crash of the UK economy.	<ul style="list-style-type: none"> Ongoing engagement with international partners. Further leveraging of the DTIC FER's in key markets.
	Hesitancy and slow economic recovery of international airlines post-covid	<ul style="list-style-type: none"> Ongoing airline engagement and interaction with industry role-players
	Limited provincial budgets to fund destination marketing initiatives.	<ul style="list-style-type: none"> Lobbying of respective finance/treasury streams
Outcome 3: Growth and expansion (including transformation) of the economy through export promotion activities	Insufficient budget/resources/Capacity/reprioritization of budget.	<ul style="list-style-type: none"> Seek additional funding from shareholders and explore cost recovery model.
	Inability to guarantee DTIC incentives	<ul style="list-style-type: none"> Explore a more robust provincial incentive to support businesses on trade related activities.

	Absence of international trade and investment engagement.	<ul style="list-style-type: none"> Engage principals on more efficient process to be adopted for international travel approvals.
	Lack of Infrastructure budget and skills to keep abreast with technology advancement (disruptive technologies - 4IR, CRM, Integrated database)	<ul style="list-style-type: none"> Seek funding for identified ITC upgrades.
Outcome 4: Transforming of the economy through expansion and retention of investments and jobs	Lack of funding	<ul style="list-style-type: none"> Emergency funding should be ring fenced
	Slow administrative and funding approvals due to red tape	<ul style="list-style-type: none"> Look at a less stringent way forward
	Reduction of red tape	<ul style="list-style-type: none"> Reduction of turnaround times for funding applications.
	Access to grants to accommodate small, medium businesses	<ul style="list-style-type: none"> More grants to be made available for smaller businesses.
	Lack of incentives	<ul style="list-style-type: none"> Only funding for big projects, create something for medium sized investments.
	No MOU signed with Proudly South Africa/TIKZN	<ul style="list-style-type: none"> Formalize the MOU
Outcome 5 : Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction	Budget constraints to effectively drive service delivery	<ul style="list-style-type: none"> Strengthen the partner to deliver model Explore alternative sources of income (i.e., charging for services rendered, implementation agent for key business partners)
	Conflicting district and provincial priorities due to political instability	<p>Strengthen the district delivery model through:</p> <ul style="list-style-type: none"> Entering into a memorandum of understanding with different municipalities Social compact signed with the shareholder defining ways of working with the municipalities Entrench the organization in district and local municipal structures aimed at delivering value for municipalities
	Red tape hindering service delivery	<ul style="list-style-type: none"> Lobby national and provincial government to relax some of the blockages Revisit the shareholder compact to enforce some of the key deliverables
	Lack of understanding of shifts driven by covid 19 impact, climate change and looting	<ul style="list-style-type: none"> Better utilization of the Knowledge Management unit for insights into growth sectors
	Loosing relevance as an Investment Promotions agency	<ul style="list-style-type: none"> Strengthen relationships with key stakeholders (domestic, regional and global) to drive continuous investment into the province. Capacitate the organization (financial and resource) with relevant skills to drive trade and investment Accelerate the launch of the One Stop Shop in district municipalities.

Outcome 6: An enabling business environment through improved knowledge and business intelligence.	Difficult to implement due to lack of funding support and unrealistic expectations.	<ul style="list-style-type: none"> • To provide a reasonable budget to execute duties in this area. • To employ appropriately skilled personnel • To revise the target and/or unpack the levels of delivery that can be regarded as achievable.
	No legal resource to advise on contracts	<ul style="list-style-type: none"> • SCM to appoint a legal consultant to draft SLA's and contracts that involves Intellectual Property matters
	No segregation of duties (IT)	<ul style="list-style-type: none"> • HR to capacitate an IT unit to function optimally.
	Lack of suitable research capacity could hinder TIKZN's effectiveness	<ul style="list-style-type: none"> • Relocation of Economist to KM
Outcome 7: Effective service delivery through integrated and strategic support to the organization	Human Resources constraints	<ul style="list-style-type: none"> • Lobby external approving authorities (HOD, MEC's & Premier) to speed up the turnaround time for approving submission of vacancy filling requests. • Review the Organisational structure
	Budget constraints	<ul style="list-style-type: none"> • Explore/source funding from external stakeholders (i.e., SETA) to implement interventions • Lobby EDTA for increase of budget allocation
	Inadequate Document Management System	<ul style="list-style-type: none"> • Develop DMS
	Silo mentality between units	<ul style="list-style-type: none"> • Joint meetings • Internal events • Staff meetings • Calls for information for publications, newsletters
	Lack of continuity between projects	<ul style="list-style-type: none"> • Determine key initiatives for roll-out with strategic partners annually • Work on media engagement strategies with key partners • Gap analysis
	Slow speed of technological innovation	<ul style="list-style-type: none"> • This risk can be mitigated through an allocation of a required staff resource who will accelerate the speed of the implementation of the planned technological initiatives for the unit.
	Technological advances	<ul style="list-style-type: none"> • Good knowledge of 4 IR, Digitisation • Dedicated communication specialist
	Content management	<ul style="list-style-type: none"> • Dedicated content management by Communications Specialist
	Content availability	<ul style="list-style-type: none"> • Units to share information on all events
Outcome 8:	Limited and diminishing budget	<ul style="list-style-type: none"> • Approvals of budget in accordance with approved operational plan to

International relations, investment attraction and destination marketing		meet and exceed business unit target deliverables.
	Alignment of all units' operational plan	<ul style="list-style-type: none"> • Ensure alignment and discussion of business unit's operational plans in order to create synergies and optimized initiatives that can contribute to cost saving and a greater impact.
	Resources for administrative responsibilities	<ul style="list-style-type: none"> • Required service providers to assist and provide support with resources for administrative requirements such as printing facilities, laptop maintenance and backup solutions to prevent operational downtime.
	Level of understanding of the role and function of the Gauteng Office	<ul style="list-style-type: none"> • The Gauteng Office as an investment mobilisation office and has developed strategic relationships with funders, export industry associations, embassies, DFI's, export and industry associations, large MNCs etc. through its establishment which has proved successful through business development and leads generation as well as facilitating introductions to relevant linkages that are positioned to help strengthen KZN business cases. • The Gauteng office further engagement with international and local stakeholders to extend impact of creating brand awareness of the organization and showcasing the province's value proposition. • It must be noted that the function of the Gauteng Office is completely different from that of destination marketing and marketing and communications which are indicated by its target deliverables and operational plan.

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 April 2020	31 July 2022	R43m	R43m
2.	Economic Development, Tourism & Environmental Affairs Project	Investment Promotion	Drakensberg Cable Car	Tourism Project	August 2022	July 2025	R120m	R57 224

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, the means of verification and calculation for each indicator

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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1 Rand value of new fixed investment (domestic and foreign) commitments, in the province, through targeted investment support	R2.5bn	R625m	R625m	R625m	R625m

Indicator Title	<ul style="list-style-type: none"> Rand value of new fixed investments (domestic and foreign) commitments facilitated through targeted investment support
Definition	<ul style="list-style-type: none"> The Rand value of new fixed investments (domestic and foreign) committed by new investors through the facilitation of new Greenfields fixed investment projects (domestic and foreign) in Province
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"> Simple count
Means of verification	<ul style="list-style-type: none"> Commitment letters received from the client Correspondence from the client
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 Stable and conducive economic climate Adequate financial resources available
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder/ Government Business / investors Communities (civil society) Unemployed individuals targeting priority groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Guided by spatial priorities as pronounced in the PSDF SEZs & Industrial Precincts Township and Rural Development Development Corridors All districts targeted through the District Development Model
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"> R2,5 Billion in domestic investment attracted
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Investment Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.2 Number of potential new jobs facilitated through targeted investment support.	3500	875	875	875	875

Indicator Title	<ul style="list-style-type: none"> Number of potential new jobs facilitated through targeted investment support
Definition	<ul style="list-style-type: none"> The number of potential new jobs that could be realised 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 realised.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Commitment letters received from the client Correspondence from the client
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 Stable and conducive economic environment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Shareholder/ Government Business / investors Communities (civil society) Unemployed individuals targeting priority groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Guided by spatial priorities as pronounced in the PSDF SEZs & Industrial Precincts Township and Rural Development Development Corridors All districts targeted through the District Development Model
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"> 3500 jobs facilitated
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Investment Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.3 Number of investment opportunities facilitated for priority groups	25	-	-	-	25

Indicator Title	<ul style="list-style-type: none"> Number of investment opportunities facilitated for priority groups
Definition	<ul style="list-style-type: none"> Investment opportunities facilitated for priority groups, including youth/ women / People With Disabilities / black-owned, etc., in the KZN province.
Source of data	<ul style="list-style-type: none"> Client enquiry form. Client Service Plan. Correspondence with 3rd parties. Correspondence with project promoter. 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"> Simple count
Means of verification	<ul style="list-style-type: none"> Client enquiry form Completed template with details of projects that have been accepted to the pipeline signed by GM and EM for IP. Proof of progress i.r.o. facilitation activities to be undertaken (e.g., Correspondence with project promoter and correspondence with 3rd parties)
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:
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 District Development Model
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"> 25 investment opportunities facilitated.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Investment Promotion

Outcome 2: Increased investment opportunities through targeted destination marketing.

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1 Number of international trade and investment platforms hosted.	20	5	5	5	5

Indicator Title	<ul style="list-style-type: none"> Number of International trade and investment platforms hosted
Definition	<ul style="list-style-type: none"> International investment generation activities facilitated/ implemented (buying, selling and investment generation, E-Lead generation) – both inward and outward bound.
Source of data	<p>Inward:</p> <ul style="list-style-type: none"> Communication prior to mission. Itinerary / programme. Attendance Register. Copy of Presentation / Minutes of Meeting Communication post mission. Close-out Report. <p>Outward:</p> <ul style="list-style-type: none"> Approved Submission / Correspondence. Itinerary. Close out report. Communications post mission. Enquiry / Lead Handover Forms.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<p>Inward:</p> <ul style="list-style-type: none"> Communication prior to mission. Itinerary / programme / Agenda if available Copy of Presentation / Minutes of Meeting Communication post mission. Close-out Report. <p>Outward:</p> <ul style="list-style-type: none"> Approved Submission. (not for online) / Recordings Itinerary/ programme / Agenda if available Close out report. Communications post mission. Enquiry / Lead Handover Forms.
Assumptions	<ul style="list-style-type: none"> TiKZN will be responsible for key and specific investment generation activities (inward and outward) Stable and conducive economic climate.
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 (including Rural and Township Development) Special Economic Zones Industrial Hubs/ Parks Corridor Development
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	<ul style="list-style-type: none"> Quarterly

Desired performance	• 20 investment generation activities held
Indicator Responsibility	• Executive Manager Investment Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.2 Number of international investment conferences coordinated in the province	2	-	-	-	2

Indicator Title	• Number of international 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 • The conference could be physical or on-line depending on circumstances
Source of data	• Approved submission (not for online) and close out reports for conferences held.
Method of Calculation / Assessment	• Simple count
Means of verification	• Approved submissions (not for online) and close out reports.
Assumptions	<ul style="list-style-type: none"> • The organisation will facilitate one annual Investment conference during the period • Stable and conducive economic environment • Adequate financial resources available
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 (including Rural Development) • Special Economic Zones • Industrial Hubs/Parks • Development Corridors
Calculation Type	• Cumulative (Year-End)
Reporting Cycle	• Annual
Desired performance	• 2 investment conferences held
Indicator Responsibility	• Executive Manager Investment Promotion

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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.1 Rand value increase in the turnover of KZN Exporters assisted.	50m	-	-	-	50m

Indicator Title	<ul style="list-style-type: none"> Rand value increase in the turnover of KZN Exporters 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"> Event close out report and Confirmation letters of the rand value increase of export transactions facilitated for exporters assisted or Bi-annual Feedback Forms, or Client Feedback Form or Email confirmation from client or Post event feedback form
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Event close out report and Number of confirmation letters received or Bi-annual client feedback form, or Client feedback form or Email from client
Assumptions	<ul style="list-style-type: none"> The organisation will assist Exporters and monitor turnover generated as a measure of impact The local and international climate is conducive for exports. Adequate resources available (both financial and human resources)
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 District Development Model
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"> R50m
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.2 Number of jobs created by KZN Exporters assisted	110	-	-	-	110

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 both temporary and permanent 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 or Bi-annual feedback form from companies Post event feedback forms
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of signed confirmation letters Bi-annual feedback form from companies Post event feedback forms
Assumptions	<ul style="list-style-type: none"> The organisation will assist exporters and monitor jobs created. The local and international climate is conducive for exports Adequate resources available (both financial and human resources)
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 District Development Model
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"> 110
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.3a) Number of emerging companies capacitated for export readiness	45	5	15	15	10

Indicator Title	<ul style="list-style-type: none"> Number of emerging companies, capacitated for export readiness.
Definition	<ul style="list-style-type: none"> Targeted and specific capacity-building interventions geared for entry level, emerging export companies.
Source of data	<ul style="list-style-type: none"> Application form Course content or training manual Completion report and Signed attendance registers / feedback forms / Copies of certificates
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Application form Course content or training manual Completion report and Signed attendance registers / feedback forms
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"> Emerging Exporters 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 District Development Model
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 emerging export companies assisted
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.3 b) Percentage of emerging companies capacitated for export within priority group	60% (27)	3	9	9	6

Indicator Title	<ul style="list-style-type: none"> Percentage of emerging companies capacitated for export within priority group .
Definition	<ul style="list-style-type: none"> Targeted and specific capacity-building interventions geared for entry level, emerging export companies, targeting priority groups such as youth, women, people with disabilities, black owned, etc., and sector development.
Source of data	<ul style="list-style-type: none"> Application form Course content or training manual Completion report and Signed attendance registers / feedback forms / Copies of certificates
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count Calculated as a % of the total number of emerging companies reported on in Indicator 3.3 a) where the companies are owned by persons from the Priority Groups (60% of 45 = 27)
Means of verification	<ul style="list-style-type: none"> Application form Course content or training manual Completion report and Signed attendance registers / feedback forms
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 District Development Model
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 export companies assisted i.e., youth, women and PWD
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.4 Number of companies that have participated in trade related events in targeted markets	77	19	20	19	19

Indicator Title	<ul style="list-style-type: none"> Number of companies that have participated in trade related events in targeted markets.
Definition	<ul style="list-style-type: none"> TIKZN to facilitate participation of KZN companies at physical and virtual trade events including trade missions, local and international trade exhibitions, inward delegates, etc. in targeted markets such as Africa, BRICS and traditional partners
Source of data	<ul style="list-style-type: none"> Signed feedback forms or Confirmation letter / correspondence and Approved submissions and Post Event Report and/or Bi-annual feedback form
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Signed feedback forms or Confirmation letter / correspondence and Approved submissions and Post Event Report and/or Bi-annual feedback form
Assumptions	<ul style="list-style-type: none"> The organisation will have access to financial resources to assist exporters to participate in trade events The local and international climate is conducive for exports Adequate resources available (both financial and human resources)
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 District Development Model
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"> 77
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.5 Number of Exporters capacitated	53	13	14	13	13

Indicator Title	<ul style="list-style-type: none"> Number of Exporters capacitated
Definition	<ul style="list-style-type: none"> Existing and seasoned export companies will be provided with the relevant and targeted training and capacity-building and technical support. Support will be segmented by size of the business so that a needs-based approach to training and capacity building and technical support is provided, and businesses from priority sectors in the province (such as agriculture, etc) are targeted
Source of data	<ul style="list-style-type: none"> Invitation or application form Signed attendance registers / feedback forms /Course content for the capacity-building intervention
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
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 District Development Model
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"> 53 companies capacitated
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Export Development and Promotion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.6 Number of trade related enquiries facilitated to completion	55	13	14	13	15

Indicator Title	<ul style="list-style-type: none"> Number of trade related enquiries facilitated to completion.
Definition	<ul style="list-style-type: none"> The number of trade related enquiries that have been facilitated to completion for KZN companies
Source of data	<ul style="list-style-type: none"> Signed feedback forms Confirmation letter / correspondence from clients
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Signed feedback forms Confirmation letter / correspondence from clients
Assumptions	<ul style="list-style-type: none"> Only trade related enquiry that are facilitated to completion will be considered.
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 District Development Model
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"> 55
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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.1 Number of businesses supported through business retention interventions.	100	25	25	25	25

Indicator Title	<ul style="list-style-type: none"> Number of businesses supported through business retention interventions.
Definition	<ul style="list-style-type: none"> Number of companies in distress (companies facing job losses/ retrenchments and poor turnovers and business challenges) supported through business retention interventions facilitated by TIKZN.
Source of data	<ul style="list-style-type: none"> Communication from the company indicating company challenges / distress. TIKZN correspondences to 3rd parties (DFI / Regulators / Municipality – working file information). Correspondences with companies, Correspondences with 3rd parties, applications etc.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Communication from the company indicating company challenges / distress. TIKZN correspondences to 3rd parties (DFI / Regulators / Municipality – working file information).
Assumptions	<ul style="list-style-type: none"> The organisation will provide/ facilitate structured turnaround assistance to companies Feasibility/ due diligence of 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 NEF, KZNGF, SEFA, Clusters, Chambers, Industry Associations and KZN Growth Coalition) to assist the 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 KZN Growth Coalition
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All KZN districts targeted. Special Economic Zones Industrial Hubs/Parks Rural Development Development Corridors District Development Model
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 businesses annually
Indicator Responsibility	<ul style="list-style-type: none"> General Manager Business Retention and Expansion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.2 Rand value of expansion and retention projects committed through targeted business expansion and retention support activities.	R1.0bn	R250 m	R250 m	R250 m	R250 m

Indicator Title	<ul style="list-style-type: none"> Rand value of expansion and retention projects committed through targeted business expansion and retention support activities.
Definition	<ul style="list-style-type: none"> Rand value of expansion and retention projects (businesses ready to rebuild, diversify, grow, expand or retain operations) committed by companies through the facilitation of business retention and expansion initiatives.
Source of data	<ul style="list-style-type: none"> Letter specifying the Rand value of the company expansion/retention project.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of letters received from companies TIKZN Company Information Form confirming the number of jobs retained
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 (DFIs) Due diligence on companies to confirm jobs retained
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/retention 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 District Development Model
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"> R1 billion committed annually.
Indicator Responsibility	<ul style="list-style-type: none"> General Manager Business Retention and Expansion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.3 Number of jobs from targeted expansion and retention support interventions.	1800	450	450	450	450

Indicator Title	<ul style="list-style-type: none"> Number of jobs from targeted expansion and retention support interventions.
Definition	<ul style="list-style-type: none"> Number of jobs retained and potential new jobs created from targeted retention and expansion projects
Source of data	<ul style="list-style-type: none"> Letter from companies assisted specifying jobs retained and/or potential new jobs created.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Letters received from the company
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 potential new 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 District Development Model
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"> 1 800 annually, which includes retained jobs and potential new jobs.
Indicator Responsibility	<ul style="list-style-type: none"> General Manager Business Retention and Expansion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.4 Number of technical business support programmes implemented	12	3	3	3	3

Indicator Title	<ul style="list-style-type: none"> Number of technical business support programmes implemented
Definition	<ul style="list-style-type: none"> Business support programmes implemented to improve efficiency and competitiveness including, but not limited to: turn around strategies, PUM, SES, Productivity SA, Business Development Support etc.
Source of data	<ul style="list-style-type: none"> Approved submission Signed attendance register Feedback forms Correspondence from service providers and businesses.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Approved submission or Signed attendance register or Feedback forms (where applicable) or Correspondence from service providers and businesses
Assumptions	<ul style="list-style-type: none"> The organisation will identify priority businesses to support with the enterprise and supplier development programmes.
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 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 District Development Model
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 programmes implemented
Indicator Responsibility	<ul style="list-style-type: none"> General Manager Business Retention and Expansion

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.5 Number of localisation initiatives facilitated.	3	-	1	1	1

Indicator Title	<ul style="list-style-type: none"> Number of localisation initiatives facilitated.
Definition	<ul style="list-style-type: none"> To support localisation efforts in KZN to support local companies with market development opportunities. .
Source of data	<ul style="list-style-type: none"> Collaboration engagements with Proudly SA to promote KZN locally manufactured goods. The collaboration with economic development partners to upskill/develop Proudly KZN companies to become key players in the manufacturing of localized products, Upskilled companies provided with market development / business linkages support.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of campaigns facilitated.
Assumptions	<ul style="list-style-type: none"> The organisation will engage with strategic economic development partners and KZN businesses to promote proudly made in KZN products and to promote the buying of locally manufactured goods.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> KZN Businesses
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> KZN priority sectors and localisation initiatives.
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 localisation initiatives facilitated.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Investment Promotion General Manager: Business Retention & Expansion

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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
5.1 Number of strategic partnerships facilitated	4	1	1	1	1

Indicator Title	<ul style="list-style-type: none"> Number of strategic partnerships facilitated
Definition	<ul style="list-style-type: none"> TIKZN facilitated support to strategic programs through formal relationships/collaborations with key partners
Source of data	<ul style="list-style-type: none"> Signed MOU's / SLA's and programs implemented.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
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 District Development Model
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 leveraged.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Strategy and Operations

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
5.2 Percentage of risks identified that are properly mitigated or resolved.	95%	-	-	-	95%

Indicator Title	<ul style="list-style-type: none"> Percentage of risks identified that are properly mitigated or resolved
Definition	<ul style="list-style-type: none"> Timeous identification and resolution of risks (as identified through the risk management process and documented in the risk register)
Source of data	<ul style="list-style-type: none"> Risk register and portfolio of evidence (Quarterly reports)
Method of Calculation / Assessment	<ul style="list-style-type: none"> Percentage The number of risks mitigated or resolved, divided by the total number of risks identified, multiplied by 100
Means of verification	<ul style="list-style-type: none"> Risk register and portfolio of evidence (Quarterly reports)
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"> Company Secretary

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
5.3 Improvement on B-BBEE rating for TIKZN.	Level 4	-	-	-	Level 4

Indicator Title	<ul style="list-style-type: none"> Improvement on B-BBEE 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"> Various input as required by the B-BBEE Codes applicable
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> B-BBEE Report
Assumptions	<ul style="list-style-type: none"> The organisation will aim towards achieving level 3 rating
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Internal and external stakeholders / shareholders TIKZN Board Members of the public TIKZN
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Province-wide
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"> Executive Manager: Strategy & Operations

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
5.4 Number of strategic project interventions processed by the One Stop Shop.	24	6	6	6	6

Indicator Title	<ul style="list-style-type: none"> Number of strategic project Interventions processed by the One Stop Shop.
Definition	<ul style="list-style-type: none"> The OneSS will facilitate meetings/ linkages for KZN projects/businesses requiring strategic support interventions
Source of data	<ul style="list-style-type: none"> Formal request for assistance, either from project owners or referrals from the provincial Departments. TIKZN correspondences to 3rd parties (DFI / Regulators / Municipality – working file information)
ASSUMPTIONS	<ul style="list-style-type: none"> Minimal business disruptions in the economy The OneSS will facilitate meetings/linkages for KZN businesses requiring strategic support interventions Provincial-wide support Both physical and/or virtual support Holistic support for businesses / potential investors at strategic level
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Emails requesting assistance, either from project owners or referrals from the provincial Departments and/or Minutes of meetings and/or Call log of telephonic enquiries
Assumptions	<ul style="list-style-type: none"> The OneSS will facilitate meetings/ linkages for KZN businesses requiring strategic support interventions Provincial wide support Both physical and/or virtual support Holistic support for businesses/ potential investors at strategic level
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 District Development Model
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"> 24 strategic interventions by One-SS.
Indicator Responsibility	<ul style="list-style-type: none"> General Manager: One Stop Shop

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
5.5 Number of catalytic projects facilitated through project brokering support interventions	4	1	1	1	1

Indicator Title	<ul style="list-style-type: none"> Number of catalytic projects facilitated through project brokering support interventions.
Definition	<ul style="list-style-type: none"> The One-SS is envisaged to provide a platform to identify potential investors. Catalytic projects committed through project brokering efforts of the One-SS are applicable here.
Source of data	<ul style="list-style-type: none"> Minutes of meetings to support project. TIKZN correspondences to 3rd parties (DFI / Regulators / Municipality – working file information); or Relevant approval document such as: EIA Record of Decision / Letter of approval of Funding / Traffic Impact Assessment Report, etc.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Minutes of meetings to support project Relevant approval document such as: EIA Record of Decision / Letter of approval of Funding / Traffic Impact Assessment Report, etc.
Assumptions	<ul style="list-style-type: none"> The organisation will identify and facilitate high impact projects Dependent on the collaboration between National Departments, the province and municipalities.
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 District Development Model
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"> 4 catalytic projects facilitated per annum
Indicator Responsibility	<ul style="list-style-type: none"> General Manager: One Stop Shop

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
5.6 Number of satellite District One Stop Shops established.	3	-	-	-	3

Indicator Title	<ul style="list-style-type: none"> Number of satellite District One Stop Shops Established
Definition	<ul style="list-style-type: none"> Increase the points of presence and continuous support for One Stop Shops across the province.
Source of data	<ul style="list-style-type: none"> Agreements and MOUs with District Development Agencies Letters of interest to participate Approvals from authorities
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of strategic partnerships for One Stop Shop services Agreements and MOUs with District Development Agencies Letters of interest to participate Approvals from authorities
Assumptions	<ul style="list-style-type: none"> The organisation will engage with and support District Development Agencies Collaboration between the province and municipalities Funding being approved for establishment of OneSS services Stakeholder buy-in at provincial /district level Adequate human resources available
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"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Annual
Desired performance	<ul style="list-style-type: none"> 3 Satellite District One Stop Shops Established
Indicator Responsibility	<ul style="list-style-type: none"> General Manager: One Stop Shop

Outcome 6: An enabling business environment through improved knowledge and business intelligence.

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
6.1 Number of investment projects packaged.	8	-	-	-	8

Indicator Title	<ul style="list-style-type: none"> Number of investment projects packaged
Definition	<ul style="list-style-type: none"> Packaging of projects for clients (such as business plans, pre and feasibility, business case, reports others etc.)
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"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of packed investment packaged projects / opportunities, handed over to IP, EDPU or external stakeholder in the form of a completed report
Assumptions	<ul style="list-style-type: none"> The organisation will assist clients to package investment projects with relevant stakeholders Financial resource availability
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 District Development Model District Development Model
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"> 8 projects packaged.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Knowledge Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
6.2 Number of comprehensive Sector studies developed and disseminated.	14	3	4	3	4

Indicator Title	<ul style="list-style-type: none"> Number of comprehensive sector studies developed and disseminated.
Definition	<ul style="list-style-type: none"> Comprehensive sector studies providing insights for stakeholders/clients These sector studies 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"> Hard and/or electronic copies of developed sector studies
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of sector studies completed. Proof of dissemination.
Assumptions	<ul style="list-style-type: none"> The organisation will fulfil requests for information by internal and other parties Financial resource availability
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 District Development Model
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"> 14 completed reports
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Knowledge Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
6.3 Number of Economic Reviews produced and disseminated	20	5	5	5	5

Indicator Title	<ul style="list-style-type: none"> Number of Economic Reviews produced and disseminated
Definition	<ul style="list-style-type: none"> Completed Quarterly KZN Economic Reviews, for TIKZN as well as its key stakeholders Completed trend analysis, country targeting reports providing information for TIKZN and its key stakeholders
Source of data	<ul style="list-style-type: none"> Contributions towards Quarterly Ezomnotho Publications Market Realistic Export Opportunity Reports. Fact Sheets including country targeting reports Trend Analysis
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Economic Review Report including but not limited to completed trend analysis, Ezomnotho publications, fact sheets, country targeting reports and other reports. Proof of dissemination
Assumptions	<ul style="list-style-type: none"> The organisation will complete a Quarterly KZN Economic reviews Timely availability of economic data will be a key dependency. As such, 12 outputs will be completed for FY2022/23
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"> All KZN districts targeted SEZs Industrial Hubs/ Parks Rural and Township Development Development Corridors District Development Model
Calculation Type	<ul style="list-style-type: none"> Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 20
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Knowledge Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
6.4 Number of policy advocacy initiatives facilitated.	4	-	-	-	4

Indicator Title	<ul style="list-style-type: none"> Number of policy advocacy initiatives facilitated
Definition	<ul style="list-style-type: none"> Policy and advocacy initiatives facilitated with relevant authorities, including round table sessions
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"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of policy advocacy initiatives facilitated and/ or contributed towards by means of round table discussions or stakeholder engagements. Minutes of meetings / submissions / correspondence.
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"> Potential Investors Business Development Financiers Business Support Agencies District Partners (DDAs, DMs) 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 District Development Model
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"> 4 policy advocacy initiated and facilitated.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Knowledge Management

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
6.5 Number of business improvement digitisation initiatives implemented	4	1	1	1	1

Indicator Title	<ul style="list-style-type: none"> Number of business improvement digitisation initiatives implemented
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 Proof of implementation
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Number of project approvals Proof of implementation (e.g., screen dump / sign off on completion of project or close out report)
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"> 4 digitisation initiatives annually
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Knowledge Management

Output Indicator		Annual Target	Q1	Q2	Q3	Q4
6.6 Number of ICT infrastructure solutions implemented		2	0	1	0	1
Indicator Title	<ul style="list-style-type: none"> Number of ICT infrastructure solutions implemented. 					
Definition	<ul style="list-style-type: none"> Implementation of ICT infrastructure solutions 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"> Simple count 					
Means of verification	<ul style="list-style-type: none"> Number of project approvals and/or implemented solution 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 solutions 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"> 2 initiatives implemented annually 					
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Knowledge Management 					

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
6.7 Percentage ICT reliability	90%	90%	90%	90%	90%

Indicator Title	<ul style="list-style-type: none"> Percentage ICT reliability
Definition	<ul style="list-style-type: none"> ICT reliability as measured by connectivity uptime and TIKZN user satisfaction
Source of data	<ul style="list-style-type: none"> Network connectivity reports; and Quarterly TIKZN ICT User Satisfaction Survey
Method of Calculation / Assessment	<ul style="list-style-type: none"> Percentage calculated as an average % uptime of the TIKZN Network and % TIKZN User Satisfaction
Means of verification	<ul style="list-style-type: none"> Monthly TIKZN Network Connectivity Reports measuring uptime; and Quarterly TIKZN User Satisfaction Reports
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 solutions Identified and approved projects and systems will be funded .
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"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 90% ICT reliability
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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.1 Number of Clean Audit Opinions.	1	--	1	-	-

Indicator Title	<ul style="list-style-type: none"> Number of Clean Audit Opinions (unqualified audit report with no material misstatements)
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"> Simple count
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 by the Auditor General The organisation will prepare an Annual Report for audit by the AG
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
Reporting Cycle	<ul style="list-style-type: none"> Annual (in Quarter 2)
Desired performance	<ul style="list-style-type: none"> 1 unqualified audit report with no material misstatements
Indicator Responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.2 Percentage of audit findings resolved prior to annual AG Audit.	95%	-	-	-	95%

Indicator Title	<ul style="list-style-type: none"> Percentage of audit findings resolved prior to annual 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"> Percentage The number of internal audit findings that have been resolved, divided by the total number of audit findings reported, multiplied by 100
Means of verification	<ul style="list-style-type: none"> Internal audit report Audit Improvement Strategy 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
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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.3 Percentage of payments made within 30 days.	95%	95%	95%	95%	95%

Indicator Title	<ul style="list-style-type: none"> Percentage of payments made within 30 days
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 The number of payments made within 30 days divided by the total number of payments due for the month, multiplied by 100.
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
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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.4 Number of performance reports tabled at Moderation Committee	1	-	-	-	1

Indicator Title	<ul style="list-style-type: none"> Number of performance reports tabled at the Moderation Committee
Definition	<ul style="list-style-type: none"> HR will facilitate the Annual performance reviews which are conducted to assess performance of all staff and compile a report to be tabled at the Moderation Committee on an annual basis
Source of data	<ul style="list-style-type: none"> First 6-month Bi-annual Reviews (Paper and or e-filing) Second 6-month Bi-annual Reviews (Paper and or e-filing) Annual Performance Appraisals. (Paper and or e-filing) Completed Annual Performance Agreements
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number
Means of verification	<ul style="list-style-type: none"> Completed Annual Performance Report
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"> Annual
Desired performance	<ul style="list-style-type: none"> 1 Annual Performance Report
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.5 Percentage of training interventions implemented	95%	24%	24%	24%	23%

Indicator Title	<ul style="list-style-type: none"> Percentage of training interventions implemented
Definition	<ul style="list-style-type: none"> The percentage of all training interventions as agreed upon by the HR Unit and Heads of Business Units on an annual basis that are implemented.
Source of data	<ul style="list-style-type: none"> Signed Training Plan Training Manual (Optional) Attendance Register Certificate Training Evaluation Report
Method of Calculation / Assessment	<ul style="list-style-type: none"> Percentage The number of training interventions implemented, divided by the total number of training interventions identified, multiplied by 100
Means of verification	<ul style="list-style-type: none"> Signed Training Plan Training Manual (optional) Attendance Register Certificate Training Evaluation Report
Assumptions	<ul style="list-style-type: none"> The organisation will identify training interventions for staff on an annual basis to ensure a high-performance culture is developed
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
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 95% of training programmes identified are implemented annually
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.6 Number of organisational development programmes implemented.	4	1	1	1	1

Indicator Title	<ul style="list-style-type: none"> Number of organisational development programmes Implemented.
Definition	<ul style="list-style-type: none"> Organisational development programmes held Including Employee Wellness, Team Journey and/or team development, ISO9001-2015 and Ethics
Source of data	<ul style="list-style-type: none"> Attendance register Training report where applicable Invite for training / wellness session / team journey /team development session Certificates, where applicable Ethics statement Ethics register
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
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

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.7 Number of legislated compliance documents submitted	2	1	-	-	1

Indicator Title	<ul style="list-style-type: none"> Number of legislated compliance documents submitted
Definition	<ul style="list-style-type: none"> The organisation will comply with legislation by submitting reports compliance with legislation requirement of Employment Equity Act and Skills Development Act and any other legislative prescript that may arise Monitoring activities to ensure compliance with Human Resource policies and procedures, i.e., HR policies enforcement and
Source of data	<p>Copies of the proof of submission for:</p> <ul style="list-style-type: none"> Workplace Skills Plan Employment Equity Report Minutes of Skills Development and Employment Equity Committee Meetings Basic Conditions of Employment inspections Any other reports which may be required
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Proof of submission of legislated reports by the HR unit
Assumptions	<ul style="list-style-type: none"> The organisation will submit various reports on an annual basis as required by legislation
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
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 2 reports submitted
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.8 Number of compliance initiatives implemented	3	-	1	1	1

Indicator Title	<ul style="list-style-type: none"> Number of compliance initiatives implemented
Definition	<ul style="list-style-type: none"> The organisation will implement activities to ensure compliance with Human Resource policies and procedures, and other compliance matters, including POPIA compliance.
Source of data	<ul style="list-style-type: none"> Attendance registers of any workshops / training sessions held Reminders on policy compliance Training content and/or minutes of the session, if kept, (this may include the training manual or PowerPoint presentation or any notes provided to assist in the training session)
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Attendance registers of workshops or training sessions held Reminders on policy compliance Training/workshop content and/or minutes of the sessions, if kept
Assumptions	<ul style="list-style-type: none"> The organisation will hold regular workshops/training sessions for all staff to update on policies and procedures, as well as other compliance issues.
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
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 3 initiatives yearly
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.9 Number of marketing initiatives in support of the organisation	116	29	29	29	29

Indicator Title	<ul style="list-style-type: none"> Number of marketing initiatives in support of the organisation
Definition	<ul style="list-style-type: none"> Marketing initiatives implemented in support of the organisation
Source of data	<ul style="list-style-type: none"> Evidence of marketing Collateral Clips from digital platforms Key statistics from the various digital platforms
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Evidence of marketing Collateral Clips from digital platforms Key statistics from the various digital platforms
Assumptions	<ul style="list-style-type: none"> The organisation will engage in local, national and international marketing campaigns and or activities mainly driven through digital platforms Budget availability
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"> 116 marketing initiatives in support of the organisation
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services General Manager: Marketing and Communications

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.10 Number of strategic stakeholder engagements held.	12	3	3	3	3

Indicator Title	<ul style="list-style-type: none"> Number of strategic stakeholder engagements held.
Definition	<ul style="list-style-type: none"> Strategic stakeholder 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"> Close out reports Attendance register (where applicable)
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Close out reports Attendance register (where applicable)
Assumptions	<ul style="list-style-type: none"> The organisation will engage in sessions with 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"> 12 strategic stakeholder engagements
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager: Corporate Services General Manager: Marketing and Communications

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
7.11 Number of PR Initiatives undertaken	38	9	10	10	9

Indicator Title	<ul style="list-style-type: none"> Number of PR Initiatives undertaken
Definition	<ul style="list-style-type: none"> The strengthening of internal and external communication to drive strong corporate culture and deliver on annual APP.
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 AVE Close out reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Tear sheets and soundbites for media coverage Media attendance registers Stakeholder engagement attendance registers Video clips Publications AVE Close out reports
Assumptions	<ul style="list-style-type: none"> The organisation will enhance the visibility of its activities through PR activities
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"> 38 PR initiatives in the financial year 2023/2024
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

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
8.1 Number of Qualified leads generated.	45	12	12	12	9

Indicator Title	<ul style="list-style-type: none"> Number of Qualified leads generated
Definition	<ul style="list-style-type: none"> Portfolio of qualified leads handed over by source, leads category, sector
Source of data	<p>Investment Leads</p> <ul style="list-style-type: none"> Executive Summary of Project. Project sheet. (Word - basic project information). Company profile (Optional: Company pdf document / brochure). Business plans (Optional) Feasibility studies (Optional). <p>Export Leads</p> <ul style="list-style-type: none"> Export Hand-over Form. Company Brochure (Optional). Correspondence on buying companies (Due diligence information).
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<p>Investment Leads</p> <ul style="list-style-type: none"> Executive Summary of Project. Project sheet. (Word - basic project information). Company profile (Optional: Company pdf document / brochure). Business plans (Optional) Feasibility studies (Optional). <p>Export Leads</p> <ul style="list-style-type: none"> Export Hand-over Form. Company Brochure (Optional). Correspondence on buying companies (Due diligence information).
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. Budget dependent Business agility
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 / Value Proposition SEZs Physical development of infrastructure province-wide Availability of labour / bulk services
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"> EM: Strategy & Operations Manager: Gauteng Office

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
8.2 Number destination marketing activations to generate awareness	20	5	5	5	5

Indicator Title	<ul style="list-style-type: none"> Number destination marketing activations to generate awareness
Definition	<ul style="list-style-type: none"> Participation at key platforms, to inward and outward missions and any other activity (participating at platforms, speakership opportunities) aimed at generating awareness for the organisation and promote KZN as a prime investment and trade destination
Source of data	<p>Inward Mission:</p> <ul style="list-style-type: none"> Submission (Concept). Briefing Delegation Document. Invitation. Itinerary / Meeting Agenda. Close-out Report. <p>Inward On-line Mission:</p> <ul style="list-style-type: none"> Submission (Concept). Invitations. Agenda. Company / Speaker Profile. Registration Report. Close-out Report. <p>Outward Mission:</p> <ul style="list-style-type: none"> Submission (Concept). Briefing Delegation Document. Invitation. Itinerary / Meeting Agenda. Close-out Report. <p>Outward On-line Mission:</p> <ul style="list-style-type: none"> Submission (Concept). Invitations. Agenda. Company / Speaker Profile. Registration Report. Close-out Report. <p>Platforms / speakership opportunities Invitations Programme/agenda Copy of presentations Close out report</p>
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<p>Inward Mission:</p> <ul style="list-style-type: none"> Submission (Concept). Briefing Delegation Document. Invitation. Itinerary / Meeting Agenda. Close-out Report. <p>Inward On-line Mission:</p> <ul style="list-style-type: none"> Submission (Concept). Invitations. Agenda. Company / Speaker Profile.

	<ul style="list-style-type: none"> • Registration Report. • Close-out Report. <p>Outward Mission:</p> <ul style="list-style-type: none"> • Submission (Concept). • Briefing Delegation Document. • Invitation. • Itinerary / Meeting Agenda. • Close-out Report. <p>Outward On-line Mission:</p> <ul style="list-style-type: none"> • Submission (Concept). • Invitations. • Agenda. • Company / Speaker Profile. • Registration Report. • Close-out Report. <p>Platforms / speakership opportunities</p> <ul style="list-style-type: none"> • Invitations • Programme/agenda • Copy of presentations • Close out report
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"> • KZN province as a whole • KZN investment Destination / Value Proposition • SEZs • Physical development of infrastructure province-wide • Availability of labour / bulk services
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 trade and investment activations.
Indicator Responsibility	<ul style="list-style-type: none"> • EM: Strategy & Operations • Manager: Gauteng Office

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
8.3 Number of international relations programmes facilitated	15	4	4	4	3

Indicator Title	<ul style="list-style-type: none"> Number of international relations programmes facilitated
Definition	<ul style="list-style-type: none"> Investment, trade and sector-based events hosted, including online, with international and provincial representatives, funders, bilateral chambers, government departments and company representatives
Source of data	<ul style="list-style-type: none"> Submission (Concept). Invitations. Agenda. Company / Speaker Profile. Registration Report. Close-out Report.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count
Means of verification	<ul style="list-style-type: none"> Submission (Concept). Invitations. Agenda. Company / Speaker Profile. Registration Report. Close-out Report.
Assumptions	<ul style="list-style-type: none"> The organisation will engage with international and 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"> KZN Investment Destination / Value Proposition SEZs Physical development of infrastructure province-wide Availability of labour / bulk services
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"> 15 events hosted
Indicator Responsibility	<ul style="list-style-type: none"> EM: Strategy & Operations Manager: Gauteng Office

Annexures to the Annual Performance Plan

Annexure A: Revisions to the 2020/2021 – 2024/2025 Strategic Plan tabled in 2020

The following information reflects the revisions that have been made in the 2023/2024 Annual Performance Plan against the approved Strategic Plan.

MTSF Priority: 1: Economic Transformation and Job Creation 4: Spatial Integration, Human Settlements and Local Government 7: Better Africa and World						
Outcome	Outcome Indicator	Baseline	Five-year Target	Amended Five-year target (2021/22)	Amended Five-year target (2022/23)	Amended Five-year target 2023/24
1. Growth and expansion (including transformation) of the economy through new Greenfields fixed investments	Rand value of new fixed domestic and foreign investments	R2.76bn	R15 billion	R15 billion	R11.5 billion Indicator wording refined	R18 billion
	Number of potential jobs facilitated through targeted investment support	3845	18,000	18500	16500 Indicator wording refined	20 000
	Number of investment opportunities facilitated for priority groups (youth, women/PWV/black-owned)	6	108	64	64 Indicator wording refined	121
2. Increased investment opportunities through targeted destination marketing	Number of high impact and catalytic projects facilitated/ implemented with a focus on localisation and import replacement	New	50	10 Indicator discontinued from 2021/22	N/A	N/A
	Number of international investment and trade platforms hosted (buying, selling, investment generation, localisation and E-lead generation)	10	170	120	80	87
	Number of investment conferences coordinated in the Province	2	5	5	8	9
3. Growth and expansion (including transformation) of the economy through export promotion activities	Rand value increase in the turnover of KZN emerging Exporters (Existing and Seasoned) assisted	New	Rand value base year to be determined during 2020/21	R235 million	R152 million Indicator wording refined	R 280 million
	Number of markets access platforms created for companies	New	460	60 Indicator discontinued	N/A	N/A
	No. of jobs created by KZN Exporters assisted	New	2,500	2650	1181	839

MTSF Priority:

- 1: Economic Transformation and Job Creation
- 4: Spatial Integration, Human Settlements and Local Government
- 7: Better Africa and World

Outcome	Outcome Indicator	Baseline	Five-year Target	Amended Five-year target (2021/22)	Amended Five-year target (2022/23)	Amended Five-year target 2023/24
4. Transforming of the economy through expansion and retention of investments and jobs	Number of emerging priority group companies developed for export readiness	New	200	200 Indicator wording amended	207 Indicator wording amended	263
	Number of exporters capacitated assisted with focused training and capacity building and Technical Support.	176	350	350	267 Indicator wording amended	251
	Percentage of emerging companies capacitated for export with a priority group	New 2022/23	.	.	.	60%
	Number of transactions for KZN Exporters	83	600	600	210 Indicator discontinued 2022/23	N/A
	Number of companies that have participated in trade related events in targeted markets.	NEW 2022/23	.	.	262 222 over three years	222
	Number of Trade related enquiries received and facilitated to completion	NEW 2022/23	.	.	166 Over three years	166
	Number of distressed businesses supported through business retention interventions	15	500	430	489 500 Indicator wording refined	554
	Rand value of expansion and retention projects committed through targeted expansion and retention support interventions	R2.2bn	R4.5billion	R8bn	R4.3bn Indicator wording refined	R4.6
	Number of jobs from targeted expansion and retention support interventions	2621	13,400	7900 Indicator wording amended	7900 Indicator wording refined	15 000
	Number of businesses supported with enterprise / supplier development interventions undertaken .	New	590	460	160 Indicator discontinued	N/A
	Number of technical business support programmes implemented to improve business competitiveness and efficiency	NEW 2022/23	.	.	36 Over three years Indicator wording refined	36
	Number of precinct revitalisation projects facilitated.	New	19	15	12 Moved to AOP from 2022/23	N/A

MTSF Priority:

- 1: Economic Transformation and Job Creation
- 4: Spatial Integration, Human Settlements and Local Government
- 7: Better Africa and World

Outcome	Outcome Indicator	Baseline	Five-year Target	Amended Five-year target (2021/22)	Amended Five-year target (2022/23)	Amended Five-year target 2023/24
	Number of "Proudly-Made-in-KZN-Buy-Local" technical initiatives facilitated Number of localisation initiatives facilitated.				9 over three years	
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction	Strategy and Operations Number of Corporate Strategies, Annual Performance Plans, and Operational Plans (Including Monitoring and Evaluation Frameworks)	1	5	1 Moved to AOP from 2021/22	N/A	N/A
	Number of strategic partnerships/programs facilitated created and/or Leveraged	14	40	20	20 Indicator wording refined	26
	Number of Action Work Group Engagements	New	50	10 Moved to AOP from 2021/22	N/A	N/A
	Percentage of risks identified and properly mitigated or resolved (As identified through the risk management process and documented in the risk register)	79%	95%	95%	95%	95%
	Percentage Improvement on B-BBEE rating for TIKZN	Non-compliance	Level 1	Level 1 (100%) Moved from Finance	Level 1 Indicator wording refined	Level 4
	Number of district delivery model engagements, with KZN Growth Coalition strategic support interventions (Moved from One Stop Shop	New	55	55	22 Moved to AOP from 2022/23	N/A
	One Stop Shop (One SS) Number of Interventions facilitated through the One Stop Shop.	New	10,000	10,300 Indicator amended	5120 Moved to AOP from July 2022	N/A
	Number of strategic project Interventions processed by the One Stop Shop.	New	N/A	170 New indicator	479 52 Indicator wording refined	85
	Number of Catalytic Projects facilitated high impact projects resolved through project brokering support interventions	New	40	20	20	24
	Number of satellite District One Stop Shops established strategic partnerships with Development Agencies for One SS services.	New	37	15	20	11
	Knowledge Management Number of investment and export-led investment projects packaged for investors and traders (localisation-import substitution)	17	59	43	41 Indicator wording	48

MTSF Priority:

- 1: Economic Transformation and Job Creation
- 4: Spatial Integration, Human Settlements and Local Government
- 7: Better Africa and World

Outcome	Outcome Indicator	Baseline	Five-year Target	Amended Five-year target (2021/22)	Amended Five-year target (2022/23)	Amended Five-year target 2023/24
business intelligence	Number of comprehensive Sector Studies profiles developed and disseminated.	32	80	80 Indicator wording amended	74 Indicator wording amended	72
	Number of Ease of Doing Business in KZN Assessments updated and published	New	25	5 Indicator wording Amended and moved to AOP from 2021/22	N/A	N/A
	Number of Economic reviews produced and disseminated.	15	65	65	70 Indicator wording amended	107
	Number of trend analysis, board reports and country-targeting Reports	New	45	13 Indicator discontinued from 2021/22	N/A	N/A
	Number of trade investment publications.	New	15	5 Indicator discontinued from 2021/22	N/A	N/A
	Number of policy advocacy initiatives facilitated.	7	15	15	17	18
6b. Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology	Information Technology	New	15	15	18	22
	Number of business improvement digitisation initiatives implemented	New	40	40	38 Indicator wording refined	25
	Number of ICT infrastructure Systems-solutions implemented	New	-	-	-	90%
7. Effective service delivery through integrated and strategic support to the organization	Percentage ICT reliability	New	-	-	-	90%
	Finance					
	Number of Clean Audit Opinions	Unqualified	5	5	5	5
	Percentage of Internal Audit Findings resolved prior to annual AG audit	79%	95%	95%	95%	95%
Percentage of payments made within 30 days to Suppliers	91.19%	95%	95%	95%	95%	95%
Human Resources						

MTSF Priority: 1: Economic Transformation and Job Creation 4: Spatial Integration, Human Settlements and Local Government 7: Better Africa and World						
Outcome	Outcome Indicator	Baseline	Five-year Target	Amended Five-year target (2021/22)	Amended Five-year target (2022/23)	Amended Five-year target 2023/24
	Annual Performance Appraisals	New	100%	100%	100%	100%
	Number of Performance reports tabled at Moderation Committee			1	1	1
	Percentage of trainees interventions implemented	New	100%	100%	100%	95%
	Number of Organizational Development Programmes Implemented	New	17	17	20	32
	Number of monitoring activities conducted	New	20	20	8	N/A
	Indicator discontinued					
	Number of legislated compliance documents submitted	NEW 2022/23	-	-	6	6
	Number of compliance initiatives implemented	NEW 2022/23	-	-	9	9
	over 3 years					
	Marketing and Communications					
	Number of strategic marketing campaigns and activations initiatives in support of the organisation	New	52	52	52	47
	Number of "Proudly Made in KZN" and "Buy Local" awareness Campaigns	New	60	60	42	N/A
	To be moved to AOP from 2022/2023					
	Number of strategic stakeholder and media engagements	New	54	54	30	35
	Indicator wording and target amended					
	Produce the Annual Report in line with the Treasury and AG stipulated deadlines.	New	5	1	N/A	N/A
	Moved to AOP from 2021/22					
	TIKZN digital platforms managed.	New	35	30	51	24
	Number of PR Initiatives undertaken					
	Indicator wording amended					
	International Diplomatic Relations and Destination Marketing (Gauteng Office)					
	Number of Qualified leads generated	64	275	275	265	238
	Number destination marketing activations to generate awareness	New	-	-	-	50
	Number of international relations programmes facilitated	New	-	-	-	89
	Number of international marketing initiatives implemented	34	60	60	60	54
	Number of investment, trade, sector-based, international organizational information sharing engagements with stakeholders	New	170	165	165	138
	Moved to AOP					
	Moved to AOP					

MTSF Priority:

- 1: Economic Transformation and Job Creation
- 4: Spatial Integration, Human Settlements and Local Government
- 7: Better Africa and World

Outcome	Outcome Indicator	Baseline	Five-year Target	Amended Five-year target (2021/22)	Amended Five-year target (2022/23)	Amended Five-year target 2023/24
	Number of intra-trade Platforms created for KZN companies	New	120	115	111 98	Moved to AOP

Programme 1.: Investment Promotion
Original Version 2020/2021

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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	R2.66bn	R2.4bn Not Audited	R2billion	R2.5billion	R3billion
	New jobs created from domestic and foreign investments.	Number of jobs created from new projects	3650	2549	2549	3495 Not Audited	3000	3500	3500
	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	10	5 Not Audited	8	20	20
	High impact projects facilitated	Number of high impact and catalytic projects facilitated/implemented with a focus on localisation and import replacement	New	New	New	New	10	10	10

TOTAL OUTPUTS = 4 / TOTAL OUTPUT INDICATORS = 4

Revised Version 2021/2022

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
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	R2,76bn	R2billion	R2,5bn	R3bn	R3,5bn
	New jobs created from domestic and foreign investments.	Number of jobs created from new projects.	3650	2549	3845	3000	3500	3500	4000
	Investment project opportunities facilitated for black owned youth, women, PWD.	Number of investment opportunities facilitated for priority groups (youth/ women/PWD/ black-owned).	New	10	6	8	14	14	14

TOTAL OUTPUTS = 3 / TOTAL OUTPUT INDICATORS = 3

Revised version: 2022/23

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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 fixed domestic and foreign investments committed in the province.	R2.66bn	R2.76bn	R2.22bn	R2.0billion	R2.0bn	R2.5bn	R3.0bn
	Potential new jobs created/facilitated from domestic and foreign investments.	Number of potential jobs created/facilitated.	2549	3845	6554	3000	3000	3500	4000
	Investment project opportunities facilitated for priority groups.	Number of investment opportunities facilitated for priority groups.	10	6	22	14	14	44	25

TOTAL OUTPUTS = 3 / TOTAL OUTPUT INDICATORS = 3

REVISED VERSION:2023/24

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
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 through targeted investment support .	1.2 Rand value of new fixed investment (domestic and foreign) commitments, in the province, facilitated through targeted investment support	R2.76bn	R2.22bn	R8.331bn	R2.0bn	R2.5bn	R3.0bn	R3.5bn
	Potential new jobs facilitated through targeted investment support.	1.2 Number of potential new jobs facilitated through targeted investment support.	3846	6554	3182	3000	3500	4000	4250
	Investment project opportunities facilitated for priority groups.	1.3 Number of investment opportunities facilitated for priority groups.	6	22	24	20	25	30	35

TOTAL OUTPUTS = 3 / TOTAL OUTPUT INDICATORS = 3

Programme 2: Destinations Marketing

Original Version: 2020/2021

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
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
	Provincial / International online investment conference / Webinars hosted	Number of investment conferences coordinated in the province	2	2	2 Not Audited	1	1	1

TOTAL OUTPUTS = 2 / TOTAL OUTPUT INDICATORS = 2

Revised Version: 2021/2022

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	15	10	15	30	30
	Provincial / International online investment conference / Webinars hosted.	Number of investment conferences coordinated in the province.	2	2	2	1	1	1	1

TOTAL OUTPUTS = 2 / TOTAL OUTPUT INDICATORS = 2

Revised version: 2022/23

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
2. Increased investment opportunities through targeted destination marketing.	Destination marketing activations facilitated to create new investments.	Number of international investment and trade platforms hosted.	21	15	14	15	15	20	20
	Provincial / International	Number of investment conferences	2	2	2	2	1	2	2

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	investment conference / Webinars hosted.	coordinated in the province.								

TOTAL OUTPUTS = 2 / TOTAL OUTPUT INDICATORS = 2

REVISED VERSION:2023/24

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
2. Increased investment opportunities through targeted destination marketing.	Destination marketing activations facilitated to create new investments.	2.1 Number of international trade & investment platforms hosted.	15	14	18	15	20	20	20
	Provincial / International investment conference / Webinars hosted.	2.2 Number of international investment conferences coordinated in the province.	2	2	2	1	2	2	2

TOTAL OUTPUTS = 2 / TOTAL OUTPUT INDICATORS = 2

Programme 3: Export Development and Promotion

Original Version: 2020/2021

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited /Actual Performance		Estimated Performance	MTEF Period					
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
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			
	E-trade platforms / missions for KZN companies	Number of markets access platforms created for companies	New	New	New	New	60		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	New	500		500	500	500
	Develop companies for export readiness (Youth, Women and PWD groups)	Number of 'Export Ready' and registered companies developed	New	New	12	30	Not Finalised	40		40	40
	Develop companies to increase their export propensity	Number of Existing and Seasoned Exporters assisted with focused Training and Capacity Building	New	New	145	100 (combination of existing and emerging exporters)	Not Finalised	60		65	70
	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	

TOTAL OUTPUTS = 6 / TOTAL OUTPUT INDICATORS = 6

Revised Version: 2021/2022

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		
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		R50million	R55 million	R60 million
	Increase in jobs created by KZN companies assisted by TIKZN from a trade Development and Promotion perspective.	Number of jobs created by KZN Exporters assisted.	New	New	New	500		500	500	500	550
	Youth, Women and PWD groups companies developed for export readiness .	Number of Youth, Women and PWD groups companies developed for export readiness	New	12	11	40	35	40	40	40	40
	Existing and seasoned exporters	Number of Existing and Seasoned	New	145	175	60	60	70	75	75	75

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
	companies developed to increase their export propensity. KZN Exporters assisted to access Markets through TIKZN facilitation.	Exporters assisted with focused Training and Capacity Building. Number of transactions for KZN Exporters.	80	90	83	100	110	120	130

TOTAL OUTPUTS = 5/ TOTAL OUTPUT INDICATORS = 5

Revised version: 2022/23

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited /Actual Performance			Estimated Performance		
			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 assisted.	New	New	R37.65m	R35m	R39m	R43m
	Jobs created by exporters companies assisted by TIKZN from a trade Development and Promotion perspective.	Number of jobs created by KZN exporters assisted	New	New	21	350	110	121
	Priority groups Companies developed for export readiness	Number of Priority Group Companies developed for export readiness	12	11	69	32	45	50
	Exporters Companies developed to increase their export propensity.	Number of Exporters assisted with focused Training and Capacity Building.	145	176	27	48	53	58
	KZN exporters exposed to trade related events	Number of companies that have participated in trade related events	NEW	NEW	NEW	NEW	77	85
	Trade related queries from KZN exporters are facilitated to completion	Number of Trade related enquiries received and facilitated to completion	NEW	NEW	NEW	NEW	55	61

TOTAL OUTPUTS = 6/ TOTAL OUTPUT INDICATORS = 6

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance	MTEF Period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3. Growth and expansion (including transformation) of the economy through export promotion activities.	Increased turnover by exporters assisted by TIKZN.	3.1 Rand value increase in the turnover of KZN exporters assisted.	New	R37.65m	R102.35m	R35m	R 50m	R55m	R60m
	Jobs created by exporters assisted by TIKZN from a trade Development and Promotion perspective.	3.2 Number of jobs created by KZN exporters assisted	New	21	547	100	110	121	133
	Emerging Companies developed for export readiness	3.3 a) Number of emerging companies capacitated for export readiness	11	69	59	40	45	50	55
		3.3 b) Percentage of emerging companies capacitated for export within priority group	New	New	New	New	60%	60%	60%
	KZN exporters exposed to trade related events in targeted markets	3.4 Number of companies that have participated in trade related events in targeted markets	NEW	NEW	NEW	60	77	85	93
	Exporter Companies assisted.	3.5 Number of Exporters capacitated.	176	27	65	48	53	58	63
	Trade related queries from KZN exporters are facilitated to completion	3.6 Number of Trade related enquiries facilitated to completion	NEW	NEW	NEW	50	55	61	66

TOTALOUTPUTS = 6/ TOTAL OUTPUT INDICATORS = 7

Programme 4: Business Retention and Expansion

Original Version: 2020/2021

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance				
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
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
	Expansion projects committed.	Rand value of expansion projects committed		R659	R600	R2,4bn	Not Audited	R500m	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
	Businesses supported with enterprise development initiatives (Covid-19)	Number of businesses supported with enterprise /supplier development intervention undertaken		New	New	New		60	100	120
	Precinct revitalisation projects facilitated.	Number of precinct revitalisation projects facilitated/ implemented		New	New	New		3	3	4

TOTAL OUTPUTS = 5/ TOTAL OUTPUT INDICATORS = 5

Revised Version: 2021/2022

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
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	15	100	60	80	90
	Expansion projects committed.	Rand value of expansion projects committed.	R659m	R900m	R2,203bn	R500m	R1bn	R1,5bn	R1,5bn
	Jobs created and retained from expansion projects.	Number of jobs from expansion and retention support interventions.	2000	2200	2566	1000	1500	1800	1800
	Businesses supported with enterprise development initiatives.	Number of businesses supported with enterprise /supplier development intervention undertaken.	New	New	New	60	80	100	100

Outcome	Outputs		Output Indicators				Annual Targets			
	Precinct revitalisation projects facilitated.	Number of precinct revitalisation projects facilitated.	Audited /Actual Performance		Estimated Performance		MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
			New	New	New	New	3	3	3	3

TOTALOUTPUTS = 5/ TOTAL OUTPUT INDICATORS = 5

Revised Version: 2022/23

Outcome	Outputs	Output Indicators	Audited /Actual Performance				Annual Targets					
			2020/21		2021/22		2022/23		2023/24		2024/25	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
4. Transforming of the economy through expansion and retention of investments and jobs.	Businesses supported through business retention interventions.	Number of businesses supported through business retention interventions.	New	15	104	100	400 170	100	100	80		
	Expansion and retention projects committed.	Rand value of expansion and retention projects committed.	R900m	R2.203bn	R835m	R500 million	R800m R600m	R1.0bn	R1.5bn			
	Jobs created and retained from business support interventions.	Number of jobs from expansion and retention support interventions.	2200	2566	3256	1500	1800	1800	1800			
	Businesses improved competitiveness and efficiency through technical business support programmes.	Number of technical business support programmes implemented to improve business competitiveness and efficiency.	New	New	New	New	9	12	15			
	"Proudly Made in KZN Buy Local" technical initiatives facilitated	Number of "Proudly Made in KZN Buy Local" technical initiatives facilitated	New	New	New	New	3	3	3			

TOTALOUTPUTS = 5/ TOTAL OUTPUT INDICATORS = 5

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
4. Transforming of the economy through expansion and retention of investments and jobs.	Businesses supported through business retention interventions.	4.1 Number of businesses supported through business retention interventions.	15	104	130	120	100	100	100
	Expansion and retention projects committed.	4.2 Rand value of projects committed through targeted business expansion and retention support activities.	R2.203bn	R835m	R611.3million	R600m	R1.0bn	R1.5bn	R1.75bn
	Jobs created and retained from business support expansion and retention support interventions.	4.3 Number of jobs from targeted expansion and retention support interventions	2566	3256	6323	1800	1800	1800	2000
	Business support programmes implemented to improve business competitiveness and efficiency	4.4 Number of technical business support programmes implemented	NEW	NEW	NEW	9	12	15	18
	Localisation Programmes facilitated	4.5 Number of localisation initiatives facilitated.	NEW	NEW	NEW	3	3	3	3

TOTALOUTPUTS = 5/ TOTAL OUTPUT INDICATORS = 5

Programme 5: Office of the Chief Executive Officer
Original Version: 2020/2021

Outcome	Outputs	Output Indicators	Annual Targets				
			Audited /Actual Performance		Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22
**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
	Strategic partnerships created / leveraged	Number of strategic partnerships/programs created and/or leveraged	New	New	3	4	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
	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%
One Stop Shop (One-SS)							
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	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
	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
	Satellite District One SS established	Number of strategic partnerships with District Development Agencies for One-SS services	New	New	New	4	6
	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

TOTAL OUTPUTS = 8/ TOTAL OUTPUT INDICATORS = 8

Revised version: 2021/2022

Outcome	Outputs	Output Indicators	Annual Targets				
			Audited /Actual Performance		Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20	2021/22	2022/23
Strategy and Operations							
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	Strategic partnerships created / leveraged.	Number of strategic partnerships/programs created and/or leveraged.	New	New	14	4	4
	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%	79%	95%	95%
	BBBEE compliant.	Percentage improvement on B-BBEE rating for TIKZN.	Non-compliant	Not Finalised	Level 4 (50%)	Level 3 (80%)	Level 2 (90%)
						Level 1 (100%)	

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
			One Stop Shop (One-SS)						
	Increased number of services offerings available at the One SS.	Number of interventions facilitated through the One Stop Shop.	New	New	New	4000	1800	2000	2500
	KZN businesses supported with strategic business interventions	Number of strategic interventions processed by the One Stop Shop.	New	New	New	New	36	40	44
	High impact projects resolved through project brokering support interventions.	Number of high impact projects resolved through project brokering support interventions.	New	New	New	4	4	4	4
	Satellite District One-SS established.	Number of strategic partnerships with District Development Agencies for One-SS services.	New	New	New	4	2	3	3
	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	11

TOTAL OUTPUTS = 8/ TOTAL OUTPUT INDICATORS = 8

Revised Version: 2022/23

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategy and Operations									
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	Strategic partnerships created / leveraged.	Number of strategic partnerships/programs created and/or leveraged.	New	14	8	4	4	4	4
	Risks identified and properly mitigated or resolved.	Percentage of risks identified that are properly mitigated or resolved	100%	79%	95%	95%	95%	95%	95%
	BBBEE compliant	Improvement on B-BBEE rating for TIKZN.	Non-compliant	Not Finalised	To be determined	Level 3	Level 3	Level 2	Level 1
	District Delivery Model engagements with KZN Growth Coalition strategic support.	Number of district delivery model engagements with KZN Growth Coalition strategic support.	New	New	15	11	11	11	11
One Stop Shop (One-SS)									
	Increased number of services offerings available at the One SS.	Number of interventions facilitated through the One Stop Shop.	New	New	3609	240	260	300	

*Note: The continuation of this indicator will depend upon the DTIC renewing their agreement with TIKZN

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance		Estimated Performance		MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	KZN businesses supported with strategic business interventions	Number of strategic Interventions processed by the One Stop Shop.	New	New	New	36	40	44	50	Notes: Capacity may impact on achieving this target
	High impact projects resolved through project brokering support interventions.	Number of high impact projects resolved through project brokering support interventions.	New	New	4	4	4	4	4	
	Satellite District One-SS established.	Number of strategic partnerships with District Development Agencies for One-SS services.	New	New	4	4	4	4	4	

TOTAL OUTPUTS = 8/ TOTAL OUTPUT INDICATORS = 8

REVISED VERSION:2023/24

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited /Actual Performance		Estimated Performance		MTEF Period				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	Strategic partnerships facilitated	5.1 Number of strategic partnerships facilitated.	14	8	6	4	4	4	4		
	Risks identified and properly mitigated or resolved.	5.2 Percentage of risks identified that are properly mitigated or resolved	79%	95%	96%	95%	95%	95%	95%	95%	
	BBBEE compliant	5.3 Improvement on B-BBEE rating for TIKZN.	Not Finalised	Non-compliant	Level 7	Level 6	Level 4	Level 4	Level 3		
5. Strengthened service delivery for a conducive business environment through good leadership, governance and strategic direction.	One Stop Shop (One-SS)										
	KZN projects supported with strategic business interventions	5.4 Number of strategic project interventions processed by the One Stop Shop.	New	New	11	20	24	30	30	30	Notes: Capacity may impact on achieving this target
	Catalytic Projects facilitated through project brokering support interventions.	5.5 Number of Catalytic Projects facilitated through project brokering support interventions.	New	4	8	4	4	4	4	4	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Satellite District One-SS established	5.6 Number of satellite District One Stop Shops established.	New	4	5	4	3	0	0

TOTAL OUTPUTS = 6/ TOTAL OUTPUT INDICATORS = 6

Programme 6: Knowledge Management

Original Version: 2020/2021

Outcome	Outputs	Output Indicators	Annual Targets								
			Audited /Actual Performance			Estimated Performance					
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
6. An enabling business environment through improved knowledge and business intelligence.	Outputs										
	New investment packaged projects to stimulate the KZN economy Post-Covid-19	Output Indicators Number of investment and export-led investment projects packaged for investors and traders (localisation/import substitution)	New	New	New	To be Finalised	11	12	12		
	Develop Sector profiles	Number of comprehensive Sector profiles with insights, positioning TIKZN positively to undertake its mandate	New	New	New	To be Finalised	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	New	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	New	To be Finalised	13	13	13		
Policy advocacy initiatives facilitated	Number of policy advocacy initiatives facilitated – (e-platform)	New	New	New	To be Finalised.	3	3	3			
Information Technology											
Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology	Business improvement digitalisation platforms for TIKZN	Number of digitalisation initiatives implemented for TIKZN	New	New	New	New	3	3	3		
	TIKZN's ICT infrastructure systems	Number of ICT Infrastructure Systems implemented	New	New	New	New	8	8	8		

TOTAL OUTPUTS = 7/ TOTAL OUTPUT INDICATORS = 7

Revised Version: 2021/2022

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.	Number of investment and export-led investment projects packaged for investors and traders (localisation/import substitution).	New	New	17	11	8	8	8
	Sector profiles.	Number of comprehensive Sector profiles.	New	New	32	16	16	16	16
	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	15	13	13	13	13
	Policy advocacy initiatives facilitated.	Number of policy advocacy initiatives facilitated.	New	New	7	3	3	3	3
Information Technology									
Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology.	Business improvement digitisation platforms for TIKZN.	Number of digitisation initiatives implemented for TIKZN.	New	New	New	3	3	3	3
	TIKZN's ICT infrastructure systems.	Number of ICT Infrastructure Systems implemented.	New	New	New	8	8	8	8

TOTAL OUTPUTS = 6/ TOTAL OUTPUT INDICATORS = 6

Revised version: 2022/23

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
6a) An enabling business environment through improved knowledge and business intelligence.	New investment packaged projects to stimulate the KZN economy.	Number of investment and export-led investment projects packaged.	New	17	16	8	6	8	8
	Sector profiles.	Number of comprehensive Sector profiles developed and disseminated.	New	32	16	16	12	14	16
	Quarterly Economic Reviews produced and disseminated	Number of economic reviews produced and disseminated.	New	15	28	13	12	16	16
	Policy advocacy initiatives facilitated.	Number of policy advocacy initiatives facilitated.	New	7	0	3	3	4	4
Information Technology									

6b) Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology.	Business improvement digitalisation platforms for TIKZN.	Number of digitalisation initiatives implemented	New	New	6	3	4	4	4
	TIKZN's ICT infrastructure solutions.	Number of ICT Infrastructure Solutions implemented.	New	New	7	8	6	8	8

TOTAL OUTPUTS = 6/ TOTAL OUTPUT INDICATORS = 6

REVISED VERSION: 2023/24

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
6a) An enabling business environment through improved knowledge and business intelligence.	New investment packaged projects to stimulate the KZN economy.	6.1 Number of investment projects packaged.	17	16	10	6	8	8	8
	Sector profiles developed and disseminated.	6.2 Number of comprehensive Sector studies developed and disseminated.	32	16	16	12	14	14	14
	Quarterly Economic Reviews produced and disseminated.	6.3 Number of economic reviews produced and disseminated.	15	28	27	12	20	20	20
	Policy advocacy initiatives facilitated.	6.4 Number of policy advocacy initiatives facilitated	7	0	7	3	4	4	4
Information Technology									
6b) Improving organisational effectiveness and efficiency through utilisation of Information, Communication and Technology.	Business improvement digitalisation platforms for TIKZN.	6.5 Number of business improvement digitalisation initiatives implemented	New	6	4	4	4	4	4
	TIKZN's ICT infrastructure solutions.	6.6 Number of ICT Infrastructure Solutions implemented.	New	7	8	6	2	2	2
	Efficient and reliable ICT connectivity	6.7 Percentage ICT reliability	New	New	New	New	90%	90%	90%

TOTAL OUTPUTS = 7/ TOTAL OUTPUT INDICATORS = 7

Programme 7: Support Services
Original version: 2020/2021

Outcome	Outputs	Output Indicators	Audited /Actual Performance				Annual Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
			Finance				Estimated Performance			
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	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%	95%	
	BBBEE Scorecard improved	Improve on B-BBEE rating for TIKZN		Non-compliant	Not Finalised	Level 4	Level 3	Level 2	Level 1	
	Timely Payments to TIKZN suppliers within 30 days	Percentage of payments made within 30 days to TIKZN suppliers	New	New	95%	95%	95%	95%	95%	
	Human Resources									
	Enhanced balance scorecard performance management system introduced and implemented	Annual performance reviews	New	New	New	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%
	Organisational development programmes implemented	Number of organisational development programmes implemented/e-platforms	New	New	New	4	4	3	3	
	Compliance to HR policies and Procedures enforced	Number of monitoring activities conducted	New	New	New	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	12	12	12	12	
"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	
Strategic stakeholder	Number of strategic stakeholder	New	New	New	6	12	12	12	12	

Outcome	Outputs and media engagements Annual Report	Output Indicators and media engagements Produce the Annual Report in line with the Treasury and AG stipulated deadlines Develop and Manage TIKZN digital Platforms	Annual Targets					
			Audited /Actual Performance		Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		New	New	New	1	1	1	
		New	New	New	6	6	6	6

TOTAL OUTPUTS = 13/ TOTAL OUTPUT INDICATORS = 13

Revised version: 2021/2022

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
7. Effective service delivery through integrated and strategic support to the organization	Clean audit report.	Number of Clean Audit Opinions.	Unqualified opinion	Unqualified opinion	Unqualified opinion	Clean Audit	1	1	1
	Internal audit findings resolved prior to AG Audit.	Percentage of internal audit findings resolved prior to AG Audit.	100%	96%	79%	95%	95%	95%	95%
	Timely Payments to TIKZN suppliers within 30 days.	Percentage of payments made within 30 days to TIKZN suppliers.	New	New	91.19%	95%	95%	95%	95%
			Human Resources						
	Enhanced balance scorecard performance management system introduced and implemented.	Annual performance appraisals.	New	New	New	100%	100%	100%	100%
	Critical Skills Developed and Talent managed to drive a high-performance culture.	Number of staff trained.	New	New	New	100%	100%	100%	100%
	Organisational development programmes implemented (Coaching and mentoring).	Number of organisational development programmes implemented.	New	New	New	4	4	3	3
	Compliance to Labour Relations Act policies and	Number of monitoring activities conducted.	New	New	New	4	4	4	4

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
	Procedures enforced.		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	12	12	12
	"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
	Strategic stakeholder and media engagements.	Number of strategic stakeholder and media engagements.	New	New	New	6	12	12	12
	Enhance the visibility of organisational activities through digital platforms	Manage TIKZN digital Platforms.	New	New	New	6	6	6	6

TOTAL OUTPUTS = 11 TOTAL OUTPUT INDICATORS = 11

Revised version: 2022/23

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			Finance						
7. Effective service delivery through integrated and strategic support to the organization		Number of Clean Audit Opinions.	Unqualified opinion	Clean Opinion 2019/20	1	1	1	1	1
		Percentage of audit findings resolved prior to annual AG Audit.	96%	100%	95%	95%	95%	95%	95%
		Percentage of payments made within 30 days	New	91.19%	96%	95%	95%	95%	95%
			Human Resources						
	Performance management system implemented as per policy	Number of Performance reports tabled at Moderation Committee	New	100%	100%	100%	100%	100%	100%
	Drive a high-performance culture through talent	Percentage of training interventions implemented	New	100%	100%	95%	95%	95%	95%

Outcome	Outputs management and skills development	Output Indicators	Annual Targets					
			Audited /Actual Performance		Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Organisational development programmes implemented (Coaching and mentoring).	Number of organisational development programmes implemented.	New	New	7	4	4	4	4
Compliance to legislation and HR Policies and Procedures	Number of legislated compliance documents submitted.	New	New	5	4	2	2	2
						3	3	3
Marketing and Communications								
Create awareness of TIKZN offerings	Number of marketing initiatives in support of the organisation.	New	New	13	12	12	12	12
Strategic stakeholder and media engagements.	Number of strategic stakeholder and media engagements held.	New	New	11	12	7	7	7
The visibility of organisational activities enhanced through digital platforms	Number of digital initiatives activated	New	New	13	6	13	13	13

TOTAL OUTPUTS = 8 TOTAL OUTPUT INDICATORS = 11

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
7. Effective service delivery through integrated and strategic support to the organization	Financial stability of the organisation	7.1 Number of Clean Audit Opinions.	Unqualified opinion	Clean Opinion 2019/20	1	1	1	1	1
		7.2 Percentage of audit findings resolved prior to annual AG Audit.	79%	100%	96%	95%	95%	95%	95%
		7.3 Percentage of payments made within 30 days	91.19%	96%	98.33%	95%	95%	95%	95%
	Human Resources								
Performance management system implemented as per policy	Training interventions implemented	7.4 Number of performance reports tabled at Moderation Committee	New	100%	100%	1	1	1	1
		7.5 Percentage of training interventions implemented	New	100%	100%	95%	95%	95%	95%
		7.6 Number of organisational development programmes implemented.	New	7	13	4	4	4	4
Compliance to legislation and HR Policies and Procedures	7.7 Number of legislated compliance documents submitted.	7.7 Number of legislated compliance documents submitted.				2	2	2	2
		7.8 Number of compliance initiatives implemented.	New	5	9	3	3	3	3
Marketing and Communications									
Create awareness of TIKZN offerings	7.9 Number of marketing initiatives in support of the organisation	New	13	21	8	116	116	116	116

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Strategic partnerships facilitated and forged through engagement and sponsorships	7.10 Number of strategic stakeholder engagements held.	New	11	13	4	12	12	12
	Internal and external communication to drive strong corporate culture and deliver on annual APP strengthened	7.11 Number of PR initiatives undertaken	New	13	22	13	36	38	38

TOTAL OUTPUTS = 8 TOTAL OUTPUT INDICATORS = 11

Programme 8: International Relations (Gauteng Office)

Original Version: 2020/2021

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
8. International relations, investment attraction and destination marketing	International Relations and Destination Marketing (Gauteng Office)	International Relations and Destination Marketing (Gauteng Office)							
		Investment targeting and lead generation as a component of FDI cycle		45	50	55	45	50	55
		International trade and investment initiatives facilitated		20	22	25	12	12	12
		Strategic sessions hosted with trade and investment strategic partners		20	25	30	30	30	35
	Intra-provincial trade platforms for KZN companies	Number of intra-trade platforms created for KZN companies	New	New	New	New	20	20	25

TOTAL OUTPUTS = 4/ TOTAL OUTPUT INDICATORS = 4

Revised version: 2021/2022

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
8. International relations, investment attraction and destination marketing	International Relations and Destination Marketing (Gauteng Office)	International Relations and Destination Marketing (Gauteng Office)							
		Investment targeting and lead generation as a component of FDI cycle	45	54	64	45	50	55	60
		International trade and investment initiatives facilitated	20	29	34	12	12	12	12
		Strategic sessions hosted with trade and investment strategic partners	20	18	19	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

TOTAL OUTPUTS = 4/ TOTAL OUTPUT INDICATORS = 4

Revised version 2022/23

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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.	54	64	51	40	55	60	65
	International trade and investment initiatives facilitated.	Number of international marketing initiatives implemented.	29	34	22	12	12	12	12
	Strategic sessions hosted with trade and investment strategic partners.	Number of international organizational information sharing engagements with stakeholders	18	19	36	20	35	35	35
	Intra-provincial trade platforms for KZN companies.	Number of intra-trade platforms created for KZN companies.	New	New	24	16	25	25	25

TOTAL OUTPUTS = 4/ TOTAL OUTPUT INDICATORS = 4

REVISED VERSION: 2023/24

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance		Estimated Performance				
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
8. International relations, investment attraction and destination marketing	Investment targeting and lead generation	8.1 Number of Qualified leads generated.	64	51	47	28	45	50	55
		8.2 Number destination marketing activations to generate awareness	NEW	NEW	NEW	NEW	20	30	40
		8.3 Number of international relations programmes facilitated	34	22	26	6	15	20	25

TOTAL OUTPUTS = 1/TOTAL OUTPUT INDICATORS = 3

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	2022/2023
Technical Assistance Funds	Project packaging, technical studies, business plans and accreditation to international standards.	New foreign direct investments, new domestic investments and company expansions.	R5m	2022/2023
Business Support Funds	Business Rescue Funds	Support measures to retain companies.	R30m	2022/2023
One Stop Shop	Implementation of OSS in KZN	Ease of doing business, catalytic project facilitation, stakeholder management and district delivery model implementation.	R6.5m	2022/2023
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.	R3m	2021/22
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	2022/2023
Drakensberg Cable Car	Attraction of investors by ensuring that KZN remains the Tourist Destination.	New trade and tourism opportunities.	R3m	2022/2023

Leather Processing Hub	Job creation opportunities and thus economic growth	Reduced unemployment rate	R5m	2022/2023
Aquaculture project	To foster economic development in the province by focusing on fish farming	Reduced unemployment rate	R1.5	2022/2023
Competitiveness Enhancement Programme	To foster economic growth in partnership with Productivity SA	Reduced unemployment rate	R2m	2022/2023
Transnet Enterprise Development Programme	To develop SMMEs such that they can be able to be successful exporters in future	Increased economic growth	R7m	2022/2023

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)	R2m	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)	R4m	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)	R2m	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	R2.7m	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 I	EDTEA, DDAs, District Municipalities, Chambers of Commerce, Business Development Agencies,

