



**economic development
& tourism**

MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



Annual Performance Plan

2021/22 – 2023/24
Date of Tabling: 31 March 2021

Table of Contents

Executive Authority Statement	12
Accounting Officer Statement	13
PART A: OUR MANDATE	16
1. Constitutional Mandate.....	17
2. Legislative and Policy Mandates.....	17
3. Institutional Policies and Strategies over the five-year Planning Period	20
3.1 Institutional Policies and Strategies.....	20
3.2 Links to Government-wide Plans.....	20
3.2.1 The National Development and Five Year Implementation Plan	20
3.2.2 Mpumalanga Vision 2030: Strategic Implementation Framework.....	22
3.2.3 Mpumalanga Economic Growth and Development Path.....	23
3.2.4 The Provincial Spatial Development Plans.....	25
3.2.5 Sector Priorities	27
3.2.6 Medium Term Strategic Framework	36
4. Relevant Court Rulings.....	43
PART B: OUR STRATEGIC FOCUS	44
5. Vision.....	45
6. Mission	45
7. Values.....	45
8. Situational Analysis	46
8.1 External Environment Analysis.....	46
8.2 Economic Analysis.....	48
8.2.1 Global and regional economy	48
8.2.2 South African economy.....	50
8.2.3 Mpumalanga economy	51
8.2.3.1 Estimated annual and quarterly GDP growth in Mpumalanga.....	54
8.2.3.2 Gross Domestic Product per capita.....	56
8.2.3.3 Fixed Investment.....	56
8.2.3.4 Gross Domestic Product per capita.....	60
8.2.3.5 Fixed Investment.....	61
8.2.3.6 Regional contribution	61
8.2.4 Socio-economic Factors	74
8.2.4.1 Employment and Unemployment	74
8.2.4.2 Poverty and Inequality	85
8.2.5 Technological Factors.....	90
8.2.6 External Environmental Diagnosis	91
8.2.6.1 Problem and Solution Trees: Green Economy	92
8.2.6.2 Problem and Solution Trees: Green Economy	93

8.2.6.3	Problem and Solution Trees: Manufacturing	95
8.2.6.4	Problem and Solution Trees: Agro-Processing (Agriculture & Forestry)	97
8.2.6.5	Problem and Solution Trees: Mining	99
8.2.6.6	Problem and Solution Trees: Tourism	101
8.3	Review of past performance to inform the strategy of the Department	103
8.4	Internal Environment Analysis	105
8.5	The capacity of the Department to deliver on its mandate	106
8.5.1	Human Resource Planning	108
8.5.1.1	Organisational Structure	108
8.5.1.2	Gender representation	109
Occupational Levels		110
Occupational Levels		110
8.5.1.3	Staff Turnover Rate for the Previous Three Financial Years	112
8.5.2	Financial Resources	113
8.6	The status of the institution regarding compliance with the BBBEE Act	116
8.7	Stakeholder Analysis	116
.....		121
.....		121
9.	Institutional Programme Performance Information	122
9.1	Programme 1: Administration	122
9.2	Programme 2: Integrated Economic Development Services	132
9.3	Programme 3: Trade and Sector Development	144
9.4	Programme 4: Business Regulation and Governance	152
9.5	Programme 5: Economic Planning	159
9.6	Programme 6: Tourism	171
10.	Updated Key Risks	181
11.	Public Entities	184
12.	Infrastructure Projects	188
13.	Public Private Partnerships	188
Part D: Technical Indicator Descriptions (TID)		189
Annexure A: Conditional Grants		189
Annexure B: Consolidated Indicators		190
Programme 4: Business Regulation and Governance		247

List of Figures

Figure 1: Mpumalanga Vision 2030 Strategic Pillars	23
Figure 2: Green economy thematic areas - the implementation pillars	36
Figure 3: Key economic targets leading towards MP V2030.....	38
Figure 4: <i>Global Competitiveness Index</i>	50
Figure 5: <i>GDP (constant 2010 prices) growth rates for South Africa and Mpumalanga 1996 - 2023</i>	52
Figure 6: <i>GDP (constant 2010 prices) expressed as a percentage of 195 GDP values in South Africa and provinces 2018</i>	54
Figure 7: <i>Quarter-on-quarter GDP at market prices growth (constant 2010 prices) in South Africa & Mpumalanga, Q1 2019 – Q4 2019</i>	56
Figure 8: <i>Mpumalanga's contribution to South Africa's industries (constant 2010 prices), 1995- 2018</i>	57
Figure 9: <i>Mpumalanga's contribution to South Africa's industries (constant 2010 prices), 1995- 2018</i>	62
Figure 10: <i>Contribution to Mpumalanga GDP (constant 2010 prices) by industry, 1995-2018</i> ...	63
Figure 11: <i>Absolute change in GDP rand value (constant 2010 prices), 2014-2018</i>	65
Figure 12: <i>Real GDP at basic prices (constant 2010 prices) growth & contribution to employment changes by industry, 2014-2018</i>	66
Figure 13: Domestic tourism	73
Figure 14: Mpumalanga employment numbers and employment target, 2014-2030	78
Figure 15: Mpumalanga's unemployment rate target, 2014-2030	85
Figure 16: Green Economy – Problem Tree.....	92
Figure 17: Green Economy – Problem Tree.....	93
Figure 18: Green Economy – Solution Tree	94
Figure 19: Manufacturing – Problem Tree	95

Figure 20: Manufacturing – Solution Tree.....	96
Figure 21: Agro-processing (Agriculture & Forestry) – Problem Tree.....	97
Figure 22: Agro-processing (Agriculture & Forestry) – Solution Tree	98
Figure 23: Mining – Problem Tree	99
Figure 24: Mining – Solution Tree	100
Figure 25: Tourism – Problem Tree	101
Figure 26: Tourism - Solution Tree	102
Figure 27: Institutional Analysis – Problem Tree.....	105
Figure 28: Institutional Analysis – Solution Tree	106
Figure 29: Organisational Structure.....	108

List of Tables

Table 1: Relevant legislation to the Department	18
Table 2: Institutional Policies and Strategies	20
Table 3: Summary of key targets (NDP, MP V2030 & MEGDP).....	24
Table 4: Provincial Prioritised Projects	27
Table 5: Provincial Industrial centres of competency	31
Table 6: 2014 -2019 Key Indicators and Targets	37
Table 7: Mpumalanga Provincial Targets: Priority 2: Economic Transformation and Job Creation	42
Table 8: Relevant Court Rulings	43
Table 9: <i>Historic and forecasted GDP at market prices growth rates for South Africa and provinces, 1995 - 2024</i>	53
Table 10: <i>Historic and forecasted GDP at basic prices (constant 2010 prices) growth rates for Mpumalanga's economic industries, 1995-2024</i>	64
Table 11: <i>Industry contribution to GDP at basic prices (constant 2010 prices) growth in Mpumalanga, 2018-2023</i>	65
Table 12: Key natural tourist attractions and their spatial status within Mpumalanga.....	67
Table 13: Key historic and cultural tourist attractions and their spatial status within Mpumalanga	68
Table 14: Tourism statistics – per province	71
Table 15: Major countries contributing to tourism numbers.....	72
Table 16: Average spend per visitor	72
Table 17: Domestic tourist numbers by province	74
Table 18: Employment equity plan vs occupancy in terms of occupational levels	109
Table 19: Numeric targets for employees with disabilities	110
Table 20: Current profile for employees with disabilities	110
Table 21: Staff turnover rate 2019/20.....	112
Table 22: Staff turnover rate 2018/19.....	112
Table 23: Staff turnover rate 2017/18.....	113
Table 24: Economic Cluster – Stakeholder Analysis	116
Table 25: Programme 1: Outcomes, Outputs, Performance Indicators and Targets.....	123

Table 26: Programme 1: KPI – Annual and Quarterly targets	123
Table 27: Corporate Services: Outcomes, Outputs, Performance Indicators and Targets.....	124
Table 28: Corporate Services: KPI – Annual and Quarterly targets.....	124
Table 29: Financial Management : Outcomes, Outputs, Performance Indicators and Targets.....	126
Table 30: Financial Management: KPI – Annual and Quarterly targets.....	127
Table 31: Enterprise Development: Outcomes, Outputs, Performance Indicators and Targets	133
Table 32: Enterprise Development: KPI – Annual and Quarterly targets KPI	134
Table 33: Economic Empowerment: Outcomes, Outputs, Performance Indicators and Targets	136
Table 34: Economic Empowerment: KPI – Annual and Quarterly targets KPI	137
Table 35: Local Economic Development: Outcomes, Outputs, Performance Indicators and Targets ...	138
Table 36: Local Economic Development: KPI – Annual and Quarterly targets KPI.....	139
Table 375: Manufacturing Industry: KPI – Annual and Quarterly targets	146
Table 388: Consumer Protection: Outcomes, Outputs, Performance Indicators and Targets	152
Table 39: Updated Risks and mitigation activities	181
Table 40: Conditional Grants	189
Table 41: District Development Model projects	191

Acronyms

ACRONYM	FULL DESCRIPTION
AFS	Annual Financial Statement
AGSA	Auditor General South Africa
AMTS	Advanced Manufacturing Strategy
AO	Accounting Officer
APP	Annual Performance Plan
ASGISA	Accelerated and Shared Growth Initiative for South Africa
ASIDI	Accelerated School Infrastructure Delivery Initiative
BBBEE	Broad-Based Black Economic Empowerment
BCP	Business Continuity Plan
BEE	Black Economic Empowerment
BER	Bureau of Economic Research
BRICS	Brazil, Russia, India, China and South Africa
CAPEX	Capital Expenditure
CC's	Close Corporations
CCTV	Closed Circuit Television
CBOs	Community Based Organisations
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
CPA	Consumer Protection Act
CPI	Consumer Price Inflation
CSI	Corporate Social Investment
DBSA	Development Bank of Southern Africa
EDT	Department of Economic Development and Tourism
DESD	Decade of Education for Sustainable Development
DoEL	Department of Employment and Labour

DORA	Division of Revenue Act
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DRDLR	Department of Rural Development and Land Reform
DTIC	Department of Trade, Industry and Competition
EDMS	Employee Development and Management System
EEP	Economic Equity Plan
EEC	Economic and Employment Cluster
EHWP	Employee Health and Wellness Programme
EIA	Environmental Impact Assessment
EIC	Enterprise Information Centre
EMC	Executive Management Committee
EU	European Union
ENE	Estimates of National Expenditure
FTC	Food Technology Centre
FTE	Full Time Equivalent
GDP	Gross Domestic Product
GIS	Geographical Information System
HDI	Historically Disadvantaged Individuals
HOD	Head of Department
HR Plan	Human Resource Plan
HRPIPR	Human Resource Plan Implementation Progress Report
ICC	International Convention Centre
IA	Internal Audit
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan

IPAP	Industrial Policy Action Plan
KMIA	Kruger Mpumalanga International Airport
LED	Local Economic Development
LRF	Local Regulatory Framework
LTO	Local Tourism Organisations
MOA	Memorandum of Agreement
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEC	Member of the Executive Council
MEDGP	Mpumalanga Economic Growth and Development Plan
MEGA	Mpumalanga Economic Growth Agency
MER	Mpumalanga Economic Regulator
MIFPM	Mpumalanga International Fresh Produce Market
MinMEC	Minister and Members of the Executive Council
MinTECH	Minister's and Technical Team
MISS	Minimum Information Security Standards
MLA	Mpumalanga Liquor Authority
MTEF	Medium Term Expenditure Framework
MTGS	Mpumalanga Tourism Growth Strategy
MTPA	Mpumalanga Tourism and Parks Agency
MUNMEC	Municipalities and Member of Executive Council
NCC	National Consumer Commission
NDA	National Development Agency
NDP	National Development Plan
NIPF	National Industry Policy Framework
NEDLAC	National Economic Development and Labour Council
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organisations

NGP	New Growth Path
NPOs	Non-Profit Organisations
NSDP	National Spatial Development Perspective
NT	National Treasury
NTSS	National Tourism Sector Strategy
NYS	National Youth Service
OTP	Office of the Premier
PERSAL	Personnel and Salary Administration
PFMA	Public Management Finance Act, 1999 (Act No. 1 of 1999) as amended
PMDS	Performance Management and Development System
PGDS	Provincial Growth and Development Strategy
POA	Programme of Action
PPFA	Preferential Procurement Policy Framework Act
PRIME	Programme for Industrial Manufacturing Excellence
PSC	Public Service Commission
RTO	Regional Tourism Organisations
RTP	Responsible Tourism Planning
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SAHC/OOK	South African Handmade Collection / One of a kind exhibition
SALGA	South African Local Government Association
SARB	South African Reserve Bank
SARS	South African Revenue Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDF	Spatial Development Framework
SDMF	Service Delivery Model Framework
SDIP	Service Delivery Improvement Programme

SDS	Service Delivery Standards
SEDA	Small Enterprise Development Agency
SERO	Socio-Economic Review and Outlook
SEZ	Special Economic Zone
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SOE's	State Owned Entities
SONA	State of the Nation Address
SOPA	State of the Province Address
SP	Strategic Plan
TOR	Terms of Reference
TR	Treasury Regulations
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan

Executive Authority Statement

The unprecedented outbreak of the COVID-19 pandemic has impacted negatively on our efforts to continue to grow the Provincial economy, which could have led to further job creation for our people. This, unfortunately, has led to the invocation of the National Disaster Management Act, which resulted in the lockdown. Although this action was necessary to save lives, it unfortunately, did not do good to our economy, as many jobs were shed as a result. Many of our economy sectors were subsequently much affected, except for agriculture and energy. This is because people needed agricultural produce to survive, whilst energy generation continued to be critical.

Our economy has taken a serious knock; hence we are currently implementing possible recovery plans to reverse the situation. The prevailing situation, which came as a health issue, has exacerbated unemployment which has now worsened from 29% to 31%. Consequently, we have developed the Mpumalanga Economy Reconstruction and Recovery Implementation Plan (MERRIP) which hinges on seven (7) pillars of the National Medium Term Strategic Framework. The MERRIP also takes cue from the National Economic Reconstruction and Recovery Plan which is guided by the National Development Plan, the MEGDP and Mpumalanga Vision 2030.

The MERRIP (spearheaded by the Department and chaired by the Office of the Premier), seeks to reverse the negative impact of the COVID-19 pandemic-induced lockdown on the Provincial economy, and on the livelihoods of the residents of Mpumalanga. Through this Plan, we aim to prioritise strategic areas towards economic growth; namely: Infrastructure roll-out; Growth through industrialisation, localisation and export promotion; Secure sufficient and reliable energy supply and Green Energy initiatives; Employment Stimulus Growth and Revitalise Tourism; Agriculture and food security; and lastly, gender and economic inclusion.

Thus, for the financial year 2021/2022, our Department's Plans will focus on ensuring that the MERRIP becomes a living document, which will realise our quest to better the lives of the people of our Province – *Mpumalanga, the Place of the Rising Sun*. Indeed, *When the Sun Rises, We Work Hard to Deliver* a better life to our people.

Let's grow the economy of Mpumalanga together!



Mr PV MKHATSHWA, MPL

MEC: Finance, Economic Development and Tourism

Date: 30 / 03 / 2021

Accounting Officer Statement

The current (sixth) Administration is operating in a very difficult environment, with contractions in the national and provincial economy in 2020, which resulted in an extremely high level of unemployment. This has also been exacerbated by the advent of COVID-19, which the country and the Province, has to battle with whilst at the same time trying to mitigate the negative economic impact and to revive the economy.

The impact of the COVID-19-induced lockdown has necessitated the implementation of extreme measures of reprioritisation, in the form of the Economy Reconstruction and Recovery Plan. The Plan seeks to ensure that Government prioritises a handful of strategic economic interventions which are perceived to be capable of contributing to the reconstruction and recovery of the economy.

As such, the Department had to reconsider the basic principles of Economics, which hinges on the fact that the country's living standard depends on its ability to produce goods and services which ultimately increase the GDP (gross domestic product) and to create sustainable and decent jobs for our people. To this end, the NDP (National Development Plan), Mpumalanga Vision 2030 and the Mpumalanga Industrial Development Plan (which puts manufacturing at the centre of economic growth), are strategic documents which has guided the development of the Annual Performance Plan of the Department's Industrialisation Programme.

This has been complimented with the Mpumalanga Economy Reconstruction and Recovery Plan (MERRP), as concurred to by the Executive Council, which proposes several economic interventions so as to re-ignite the economy of the Province. The MERRP, will be a very important vehicle to get our economy on track again and that the much needed jobs can be created for our provincial citizens, impacting positively on poverty and inequality.

As the Honourable Premier, Ms Refilwe Mtshweni-Tsipane, indicated in the State of the Province Address (SOPA) on 05 March 2021, as a Province we are aligning the MERRP with the Presidential pronouncement of the National Economic Reconstruction and Recovery Plan and priority areas. She also said that we are currently in the process of engaging our different stakeholders to obtain their input, buy-in and support.

At the centre of it all, there is a need to increase investment into infrastructure development, as well as increasing the manufacturing base; the ultimate goal being to propel job creation. In this regard, our Department has been mandated to facilitate and co-ordinate the implementation of Priority 2: Economic Transformation and Job Creation, which is aligned to the impact and outcome approach.

The Department will, thus, focus primarily on implementing the following catalytic projects (as captured in the Mpumalanga Provincial Five-Year Plan: 2019-2024), which are aligned to MTSF Priority 2: Economic Transformation and Job Creation. It is very much related to the priority areas of the MERRP such as industrialisation through localisation and export promotion, as well as energy security, the Green Economy and promotion of tourism. The implementation of these high impact project should contribute meaningfully to inclusive growth and job creation. The following projects and priorities, can be highlighted as part of the Department's Strategic Plan for the five-year period started in 2020 under 2025:

- **Nkomazi Special Economic Zone:** The Department will propel the establishment of the envisaged Nkomazi Special Economic Zone (SEZ) which is anticipated to create massive economic opportunities for investment and development for small businesses and co-operatives in the Nkomazi Local Municipality, within the Ehlanzeni District Municipality of the Province. In collaboration with the private sector, the Department will continue to roll-out the Post-designation Implementation Plan of the Nkomazi SEZ, which includes the finalisation of the SEZ Strategy, and the Mpumalanga International Fresh Produce Market.
- The roll-out of the **Mpumalanga Industrial Development Plan** through the three Industrial Technology Parks – petro-chemical in Govan Mbeki, mining and metals in Emalahleni and forestry in Thaba Chweu.
- **Mpumalanga Green Energy Plan:** The Department further plans to implement the Mpumalanga Green Energy Plan so as to ensure the reduction of carbon emissions, whilst at the same time increasing energy generation capacity. This will be done with the established special purpose vehicle and partnership agreements which have been concluded.
- Economic interventions to promote SMME as well as tourism development. This should contribute to economic transformation and try to address the high youth unemployment in Mpumalanga.

The Mpumalanga Provincial Government and more specifically the Department, will continue working closely with Business and other relevant stakeholders in all sectors of the economy. It is important to mitigate the negative economic impact of Covid-19 together, but also to identify new economic opportunities for the province in the post lockdown and Covid-19 period. Our province has the potential to experience growth rates close to 5 per cent again, like the period before the 2008/09 global financial crisis and recession.

Ms G MASHITENG

ACCOUNTING OFFICER:

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

An abstract geometric design featuring a large green rectangular area at the top. Below it, several overlapping triangles in orange, white, and dark green are arranged in a jagged, mountain-like pattern. The text "PART A: OUR MANDATE" is centered in the green area.

PART A: OUR MANDATE

The following Constitutional, legislative and related mandates regulate the environment within which the Department executes its operations:

1. Constitutional Mandate

The following table highlights the main mandate of the Department:

Constitutional Mandate	Purpose
The Department derives its mandate from the Constitution of the Republic of South Africa, Act 108 of 1996.	<p>Schedule 4 and 5 of the Constitution make provisions for the following:</p> <ul style="list-style-type: none"> • Trade and industry promotion • Consumer protection • Casino, racing, gambling, wagering and Liquor Licences • Provincial Public Enterprises • Tourism Promotion and • Nature Conservation

2. Legislative and Policy Mandates

The Departmental mandate is provided in the table below.

Departmental Mandate	Purpose
To stimulate economic growth and development towards creating sustainable and decent employment, economic transformation and alleviation of poverty.	<ul style="list-style-type: none"> • Influence the development growth patterns in the Province in order to build and accelerate a sustainable, equitable and inclusive economic growth path where people live; • Ensure a participatory economy where the youth, women, workers, rural masses, and the people with disabilities benefit from the natural wealth of the Province; • Enhance integrated regional growth and development through, among other things, fostering public private partnerships to increase trade and investment in the Province, and within the region, and leveraging on Spatial Development Initiatives such as the Maputo Development Corridor. • Position infrastructure delivery programme in a manner that enhances the development of SMME's, creates decent job opportunities and allows participation of the communities through the promotion of co-operatives; • Utilise MOUs with both local and global strategic partners to consolidate existing markets; access new markets and attract foreign direct investment into the provincial economy

The specific legislative and policy mandates that influence and affect operations of the Department are listed in the tables below:

Table 1: Relevant legislation to the Department

Legislative Mandate	Purpose
Mpumalanga Economic Regulator Act, 2017 (Act 2 of 2017)	<ul style="list-style-type: none"> To regulate the gambling industry in the Province, in terms of the Mpumalanga Gambling Act; To regulate the payment of gambling levies, in terms of the Mpumalanga Gambling Levies Act; To regulate the liquor industry in the Province, in terms of the Mpumalanga Liquor Licensing Act; To ensure the MER effectively and efficiently executes its mandate (given the Department is the shareholder representative); To oversee the preparation of Quarterly Reports, Annual Reports and Strategic Objectives.
National Tourism Act, 2014 (Act 3 of 2014)	<ul style="list-style-type: none"> To provide for the development and promotion of sustainable tourism for the benefit of the Republic, its residents and its visitors.
Mpumalanga Gambling Act, 1995 (Act 5 of 1995)	<ul style="list-style-type: none"> To provide for control over gaming and matters connected therewith; To ensure the MER executes effectively and efficiently its mandate which includes regulating gambling and sensitising the public against the dangers of excessive gambling; and Overseeing Quarterly Reports, Annual Reports and Strategic Objectives.
Mpumalanga Liquor Licensing Act, 2007 (Act 5 of 2007)	<ul style="list-style-type: none"> To provide for the regulation of the liquor industry in the Province; and for matter connected within;
National Gambling Act, 2004 (Act 59 of 2003)	<ul style="list-style-type: none"> To provide for the coordination of concurrent national and provincial legislative competence over matters relating to casinos, racing, gambling and wagering, and to provide for the continued regulation of those matter; and To ensure that the Mpumalanga Gambling Act is aligned to national norms and standards established in terms of the National Gambling Act.
Mpumalanga Consumer Affairs Act, 1998 (Act 6 of 1998)	<ul style="list-style-type: none"> To promote a fair accessible and sustainable marketplace for consumer products;

Legislative Mandate	Purpose
	<ul style="list-style-type: none"> To establish national norms and standards relating to consumer protection; To establish and manage the Office of Investigation of Unfair Business Practices, whose function is to receive, investigate and resolve complaints of unfair business practices; and To establish the Consumer Court which adjudicates on matters of alleged unfair business practices.
Mpumalanga Business Act, 1996 (Act 2 of 1996)	<ul style="list-style-type: none"> To consolidate and amend certain laws in force in the Province, regarding the licensing and carrying on of business.
National Small Business Enabling Act, 1996 (Act 102 of 1996)	<ul style="list-style-type: none"> To provide for Small Businesses to enter the economic mainstream; To create a conducive environment for the promotion, support and development of small businesses in the Province; and To ensure municipalities comply with prescripts of the Act.
Broad-based Black Empowerment Act, 2003 (Act 53 of 2003)	<ul style="list-style-type: none"> To provide for the empowerment of the black owned companies to enter the mainstream of the economy; To ensure black owned companies have access to opportunities in the mainstream of the economy in an effort to transform the economy and reduce inequality; and To ensure that the necessary support is provided to black enterprises plus targeted groups (women, youth and people living with disabilities) to enable them to successfully compete for opportunities in the economy.
National Credit Act, 2005 (Act 34 of 2005)	<ul style="list-style-type: none"> To promote a fair and non-discriminatory marketplace for access to consumer credit.
Public Financial Management Act, 1999 (Act 1 of 1999)	<ul style="list-style-type: none"> To promote sound financial management in the public sector; To ensure every employee of the Department is enjoined that no fruitless/irregular expenditure occurs within the area of responsibility
Public Service Act, 1994 (Act 103 of 1994)	<ul style="list-style-type: none"> To regulate the public service in the country.
Basic Conditions of Employment Act, 1997 (Act 75 of 1997)	<ul style="list-style-type: none"> To create a framework for employer-employee relations.
Labour Relations Act, 1995 (Act 66 of 1995)	<ul style="list-style-type: none"> To protect the rights of the workers.

3. Institutional Policies and Strategies over the five-year Planning Period

3.1 Institutional Policies and Strategies

Emanating from the Departmental strategic planning process, the following policies and strategies were identified as critical interventions that would assist the Department in realising the intended impact, in line with identified outcomes over the five-year period:

Table 2: Institutional Policies and Strategies

Outcomes	Identified Institutional Policies/Strategies/Priorities
Inclusive, diversified and growing economy	<p>Facilitate and coordinate the following Policies, Strategies and Plans:</p> <ul style="list-style-type: none"> • Mpumalanga Industrial Development Plan • Provincial ICT Strategy • SMME Provincial Strategy • Mpumalanga Trade and Investment Promotion Strategy • Mpumalanga Green Economy Development Plan • Mpumalanga Forestry Development Plan
Inclusive, competitive and sustainable tourism industry	<ul style="list-style-type: none"> • Provincial Tourism Growth Strategy • Mpumalanga Integrated Air Transportation Strategy
An ethical, well-coordinated, enabling and capable centre of business excellence	<ul style="list-style-type: none"> • PFMA • Departmental Human Resource Strategy • Provincial Communication Strategy • Risk Management Strategy

3.2 Links to Government-wide Plans

In the development of the Department's Strategic Plan and Annual Performance Plan, the link and relationship to other government priorities have been considered and included. The following plans and strategies have been considered in the development of the *dedt* Strategic Plan:

3.2.1 The National Development and Five Year Implementation Plan

In the 20 years since the advent of democracy, South Africa has been on a journey towards a destination that is broadly labelled, "a better life for all". Whilst this objective remains the same going into the future, it is now more clearly expressed in the country's National Development Plan (NDP), which provides a detailed roadmap for development in the years leading up to 2030. Fundamentally, the NDP represents a broad "multi-dimensional strategic framework" to bring about development by guiding key choices and actions.

The journey in the next 20 years is characterised as the second phase of the country's democratic transition. It is a phase that focuses on the critical role that a robust economy plays in eliminating poverty and unemployment, supporting sustainable livelihoods and reducing inequality.

Therefore, the National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030, and "lays the foundation for long term planning for this radical socio-economic agenda over the next 20 years." In essence, the National Development Plan institutionalises long term planning and gives expression to the policy continuity characterising the past and informing the next 20 years.

Evidently, for effective implementation and meaningful impact to be derived from this plan, the country needs to be guided by a developmental democratic state "capable of mobilising all sectors and boldly intervening in the economy in favour of workers and the poor". Basically, there will be a need for strategic and visionary leadership at all levels, an active citizenry and effective government.

Furthermore, the objectives, targets and key considerations of the National Development Plan must find expression in the planning processes, institutional arrangements and resource allocations of each and every Province.

For the Department, progress over the next decade continues to mean doing things differently. The integration of the NDP proposals and priorities in the planning framework, resource allocation and performance monitoring processes, remains of paramount importance.

The following key issues reflected in Chapter 3 of the NDP (Economy and Employment), continue to inform the mandate and strategic direction of the Department:

- To eliminate poverty and reduce inequality, South Africa has to raise levels of employment and, through productivity, grow the earnings of the working people.
- South Africa needs faster growth and more inclusive growth. Key elements of this strategy include raising exports, improving skills development, lowering the costs of living of the poor, investing in a competitive infrastructure, reducing the regulatory burden on small businesses, facilitating private investment and improving the performance of the labour market to reduce tension and ease access to young, unskilled work seekers.
- Only through effective partnerships across society can a virtuous cycle of rising confidence, rising investment, higher employment, rising productivity and incomes be generated.
- South Africa requires both a capable and developmental state, able to act to redress historical inequities and a vibrant and thriving private sector able to invest, employ people and penetrate global markets.

In the next five (5) years, like the national government, the Mpumalanga Province will also be pursuing the implementation of the NDP Five Year Implementation Plan. This Plan hinges on three pillars, namely:

Pillar 1: A strong and inclusive economy;

Pillar 2: Capabilities of South Africans; and

Pillar 3: A Capable State

As far as the mandate of the Department is concerned, more focus will be placed on Pillar one (1), with Pillar two (2) and three (3) playing a supporting role. In essence, the Department will be providing thought leadership, facilitation and coordination of Priority 2: Economic Transformation and Job creation of the 2019 – 2024 Medium Term Strategic Framework (MTSF) which seeks to translate Pillar 1 into reality.

Evidently, the success of the NDP's Five Year Implementation Plan will require that government collaborates with the private sector, labour and civil society to contribute to the achievement of the set priorities.

In addition, an integrated monitoring framework will be applied to track progress against the achievement of the set Priorities.

3.2.2 Mpumalanga Vision 2030: Strategic Implementation Framework

The Mpumalanga Vision 2030 (MP V2030) seeks to locate the NDP within the provincial space. It provides a clear roadmap that will guide the Provincial Government in its quest to realise the outcomes outlined by the NDP. In short, it is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan.

It further prioritise those important aspects of the NDP that relates directly to the situation of the Province, including the mechanisms and conditions that will be pursued to achieve the key priorities, objectives and targets enumerated in the NDP.

Of critical importance, the MP V2030 provides a platform for the improvement in economic policy coordination and implementation, including building of strong partnerships among the public sector, business and labour in their endeavours to accelerate the economic transformation agenda of the Provincial Government.

In line with the principles of the NDP, the MP V2030 highlights the following socio-economic outcomes as priorities:

- Employment and economic growth
- Education and training
- Health care for all

- Social protection

These priorities do not imply that the 'normal business of government' should be deferred, but rather aim to focus the activities and decisions of the Province, on key areas leveraging high impact for improved and sustainable long term socio-economic development in Mpumalanga.

The achievement of these outcomes is further dependent on the critical success factors described as "mechanisms" and "conditions" below:

Figure 1: Mpumalanga Vision 2030 Strategic Pillars



3.2.3 Mpumalanga Economic Growth and Development Path

The Mpumalanga Economic Growth and Development Path (MEGDP) seeks to realise the broad strategic intent set out by both the NDP and MP V2030. The primary objective of the MEGDP is to foster economic growth that creates jobs, reduce poverty and inequality in the Province. The growth path is anchored on a number of parameters including sector development, inclusive and shared growth, spatial distribution, regional integration, sustainable human development and environmental sustainability with clearly defined strategic targets over the medium to long term.

The MEGDP identified the following sectors as drivers for economic growth and job creation; namely, Agriculture, Forestry, Mining, Manufacturing, Tourism and New Economies (e.g. Green Economy)

The MEGDP further identified four pillars that must guide the implementation process leading up to 2030. The following four pillars that constitute the MEGDP Implementation Plan:

- Human Resource Development
- Infrastructure Development
- Rural Development

- Increased Production and Beneficiation

Government has further developed strategies and support plans to guide activities in these four pillars indicated above; namely, Human Resource Development Plan; Mpumalanga Infrastructure Master Plan, Comprehensive Rural Development Plan (CRDP), Mpumalanga Industrial Development Plan, Human Settlement Strategy, Integrated Transport Master Plan, and Mpumalanga Biodiversity Conservation Plan (MBCP), among others.

In addition, The MEGDP Implementation Plan is underpinned by few critical principles to ensure inclusive economic growth and development. Core to these principles is the provision of comprehensive support to the development of small enterprises and co-operatives; Broad-Based Black Economic Empowerment, value-addition, youth focused and community driven development.

The MEGDP also set out clear targets that must be achieved in areas of economic growth, employment, poverty, inequality by 2030. The table below shows the targets that must be achieved by 2030:

Table 3: Summary of key targets (NDP, MP V2030 & MEGDP)

TARGETS			
Indicator	NDP Target	Mpumalanga V2030 Target	MEGDP
Unemployment Rate	6%	6%	15%
Number of Employed	11 million additional jobs	1.2 million additional jobs Total employment to 2.1 million to achieve 6% unemployment rate	720 000 additional jobs. Total employment should increase to 1.61 million
GDP Growth Rate	Average annual GDP growth above 5%	Average annual GDP growth above 5%	GDP growth between 5% and 7% per annum
GDP per capita	Raise per capita GDP to R110 000 in constant prices	Raise per capita GDP to R110 000 in constant prices	N/A
Lower bound poverty line – R416 per person (2009 prices)	Reduce the proportion of households with a monthly income below lower bound poverty line to 0%	Reduce the proportion of households with a monthly income below lower bound poverty line to 5%	Reduce poverty rate to 25%

TARGETS			
Indicator	NDP Target	Mpumalanga V2030 Target	MEGDP
Gini Co-efficient (Income inequality)	Gini-coefficient of 0.60 and the proportion of income earned by the bottom 40% in SA should rise to 10% by 2030	Gini-coefficient of 0.60 and the proportion of income earned by the bottom 40% in SA should rise to 10% by 2030	Reduce the Gini-coefficient of income distribution to 0.55

3.2.4 The Provincial Spatial Development Plans

Spatial Planning and Land Use Management Act (SPLUMA) requires national, provincial, and municipal spheres of government to prepare Spatial Development Frameworks (SDFs) that establish a clear vision which must be developed, through a thorough inventory and analysis based on national spatial planning principles and local long-term development goals and plans. Accordingly, the Provincial Spatial Development Framework (PSDF, 2019) provides the spatial expression to the vision encapsulated in the Mpumalanga Vision 2030 (MP V2030) and other relevant provincial policies.

Guided by SPLUMA, the Provincial SDF ensures that there is alignment and coordination between the national government and municipalities in the following ways:

- By aligning and coordinating provincial plans and development strategies with the policies of National Government – the draft NSDF provides guidance in this respect.
- By ensuring the alignment and coordination of the plans, policies and development strategies of provincial departments – close linkage to sector departments' approach.
- Ensuring alignment and coordination of the plans, policies and development strategies of municipalities – district SDFs provide guidance but also require re-alignment to the PSDF.

Therefore, the Mpumalanga PSDF aims to create an enabling environment and provides mechanisms to ensure that such coordination, integration and alignment as prescribed by SPLUMA is achieved.

In addition, the PSDF intends addressing the aspects of, among others, spatial justice, spatial sustainability, efficiency, spatial resilience and good administration - integrating necessary functionalities and linkages within the spheres of government and delivering a multitude of services linked to an integrated development approach in the province. Basically, the PSDF provides a new integrated planning paradigm that is intended to sufficiently provide an economically and socially balanced development between rural and urban areas in the Province, that is, to address the spatial fragmentation which poses major developmental challenges in spite of the existence of several initiatives and programmes.

Broadly, the PSDF covers, inter alia, the following strategic objectives at provincial level:

- Integration of development policies;
- Prioritised land use development patterns;
- Addressing of developmental needs, unpack spatial directives and objectives for implementation;
- Provide investment guidance and the mechanisms for implementation; and
- Provide guidance on sectoral development needs, investments, integration and programme implementation.

In a nutshell, to address the identified spatial challenges and give effect to the relevant policies, the PSDF aims at directing the development of Mpumalanga towards:

- More inclusivity, productivity, competitiveness and opportunities in urban and rural space-economies;
- Protection of resources and strengthened resilience of natural and built environments; and
- Improved effectiveness of governance

To realise these broad goals, the following Key Areas of Focus were identified:

- Connectivity and corridor functionality;
- Sustainable concentration and agglomeration;
- Conservation and resource utilisation;
- Liveability and sense of place;
- Rural diversity and transformation.

The Implementation framework of the PSDF outlines programmes, plans, key actions that must be executed within specific timelines in order to achieve the identified strategic objectives. The Implementation Framework covers the following strategic objectives that must be pursued towards 2030 and beyond:

- Leveraging the N4 corridor to facilitate regional and provincial connectivity;
- Developing the existing corridors and building new linkage corridor to increase capacity and economic opportunities and ensure connectivity to the surrounding areas;
- Upgrading of tourism and rural economy road networks with linkages to transportation corridors;
- Decongesting the coal haul roads and improvement of freight network;
- Enhancing economic competitiveness through economic growth and innovation centres through spatial targeting;
- Economic enabling of growth centres/ typology in relation to higher order growth areas in the Province and economic decentralisation;
- Promoting economic growth through incentives;
- Diversifying the economy;

- Protecting biodiversity and ecosystem services;
- Promoting a sustainable agriculture;
- Promoting a low carbon and climate resilient economy;
- Utilising the mining potential without compromising the long term sustainability of the natural environment;
- Using infrastructure investment for growing the economy; and
- Creating an Integrated Rural Economic Base by Rural Restructuring and Linkages of Rural Economies.

As part of realising some of these objectives enumerated above, the Department will be focusing on the following projects over the 2019 – 2024 MTSF period:

Table 4: Provincial Prioritised Projects

EHLANZENI MUNICIPALITY	DISTRICT	NKANGALA MUNICIPALITY	DISTRICT	GERT SIBANDE MUNICIPALITY	DISTRICT
Mpumalanga International Produce Market (MIFPM)	Fresh	Mining and Metal Technology Park (Highveld Steel Industrial Park)	Industrial	Petro-Chemical Technology Park	Industrial
Nkomazi Special Economic Zone (SEZ)		Dr JS Moroka Agri-Hub		Revitalisation of Industrial Park	Elukwatini
Revitalisation of Kabokweni Industrial Park		Revitalisation of Ekandustria (situated in Gauteng but owned by MEGA)		Centre of Excellence	
Forestry Industrial Technology Park		Revitalisation of Siyabuswa Industrial Park			
Agriculture Industrial Technology Park		Revitalisation of Thembisile Hani Industrial Park			

3.2.5 Sector Priorities

The NDP, Mpumalanga Vision 2030 framework, MEGDP and the MIDP remain the key guiding documents for the 2019- 2024 MTSF prioritisation. For stimulating inclusive economic growth that creates more job opportunities for the people of the Province, the following focal areas are prioritised over the 2019 – 2024 MTSF period:

- Increasing the industrial base of the Province through value addition and value chains development; beneficiation and agro-processing;
- Support for women and youth owned small businesses and cooperatives
- Building an inclusive rural economy; and
- Mobilisation of a Development Fund.

For the Province to realise these broad strategic issues highlighted above, the following key economic sectors have been identified as drivers for rapid economic growth and job creations:

- Agriculture;

- Forestry;
- Mining;
- Manufacturing;
- Tourism; and
- New economies (Green economy)

The section below provides a brief overview of the identified sectors above:

Agriculture

Mpumalanga's arable land covers approximately 24% and natural grazing covers approximately 13.6%. The Province produces between 3% and 15% of SA's vegetable production depending on the vegetable type. There are, however, very low levels of vegetable processing into food products. The other primary agricultural subsectors have been reasonably well-established in the commercial farming category, such as fresh fruits (with high volumes of citrus exports) and livestock farming. However, small-scale farming remains a challenge, with lack of facilities and technology hampering sustainability of small operations. With more than 50% of its land biased towards agriculture, this effectively makes Mpumalanga an agricultural region.

The major agricultural crops in the Province include maize, wheat, sorghum, barley, sunflower seed, soybean, macadamia, groundnuts, sugar cane, vegetables, coffee, tea, cotton, tobacco, citrus, subtropical and deciduous fruit. The more significant crops with established export markets are macadamias, citrus and sugar cane. Crops with significant domestic value include avocados, bananas and mangos. Other main products are beef, mutton, wool, poultry and dairy.

Studies have shown that the Agriculture sector is underperforming, despite the agricultural potential of the Province, with declining employment levels. This is due to declining worker productivity levels in the globalised agriculture competitiveness standards and the move towards mechanisation.

The focus in the Province is towards small-scale farming and agro-processing for value-addition to revitalise the sector. The intention is to compliment this with a strong fresh produce export industry through the establishment of International Fresh Produce Markets in Mbombela, and the Special Economic Zone (SEZ) in Komatipoort.

The Province currently has a reasonable innovation capability in fresh produce agriculture through the presence of the institution of higher education, public and private Research and Development institutions. Therefore, the Mpumalanga International Fresh Produce Market is providing a mechanism for institutionalising the capabilities that will lead to such integration within the agricultural sector.

It is, therefore, expected that significant technological innovation capabilities need to be developed to establish the Province's competitiveness and global position. To grow an inclusive agricultural sector that creates more job opportunities for the people of Mpumalanga, intensification of the roll out of the following programmes is going to be critical:

- The Comprehensive Rural Development Programme (CRDP)
- The Mpumalanga Government Nutrition Programme
- The Fortune Forty Programme
- The Mpumalanga Social Enterprise Programme
- SMME Development Strategy
- The Mpumalanga International Fresh Produce Market Model

Mining

Mining production is a major contributor to the Provincial GDP, with the potential for increased production because of large minerals reserves and increasing global demand for beneficiated minerals.

Mpumalanga produces about 90% of the country's coal. The bulk of its production is used locally by Eskom, at its coal-fired power plants and Sasol for synfuels production, with the remainder exported. The industry is capital intensive with specialised heavy machinery used in both mining and upstream beneficiation. The industry also uses mining technology for mine safety, ventilation and prospecting. Clean coal technology is still the main innovation driver in this industry.

In addition to coal, Mpumalanga's mining operations include gold (Barberton, Evander, Pilgrim's Rest and Balfour), nickel (Nkomati *Nickel Mine* near Machadodorp, the only primary producer in SA), platinum, chromite (with ferrochrome Smelters in eMalahleni, Middelburg, Mashishing and Machadodorp, and stainless steel production in Middleburg by Columbus), vanadium and magnetite (a high grade iron ore).

Increased production in all deposits is possible but will require massive infrastructure investment. Increased demand is expected in the Province through increased power generation demand at Kusile Power Station. Expansion of coal production is planned into the future, although logistics and new technology challenges have been cited.

For the next five years, the Province will continue to utilise the 'Mpumalanga Mining Lekgotla Pledge' as a framework that must guide its mining activities, aimed at growing the mining sector and subsequently create more job opportunities for the people of the Mpumalanga Province:

- Mine Closure and Rehabilitation Programme
- Women and Youth owned enterprises Support Programme
- Iron and Steel Manufacturing Incubation Programme

Manufacturing

Since the adoption of the Mpumalanga Industrial Development Plan (MIDP) and the MIDP Implementation Roadmap in 2015, the Province has elevated this policy document as a blueprint to guide the realisation of the economic growth and job creation targets, as set out in the MEGDP framework.

The Mpumalanga Industrial Development Plan asserts that:

This "...is an integrative approach to industrialisation in the Province, within the context of a broad policy and planning framework that covers all spheres of Government. In particular, the Plan lends action to the Mpumalanga Growth and Development Path, which indicates a clear commitment towards industrialisation by the Provincial Government, through enabling infrastructure development and resource allocation, among others. Furthermore, the Plan aims to build robust partnerships between Government, industry and related stakeholders to ensure a coherent system of supportive initiatives within identified areas of industrialisation. In this way, the Plan aims to achieve its short and long-term inter-related goals of:

- Developing an integrated and diversified industrial base in the Province;
- Developing and expansion medium to high technology labour intensive manufacturing industries;
- Developing inter-sectoral linkages that will localise the supply chains within the Province, especially with major companies in the mining and energy sectors;
- Enhancing value addition through the upgrading/development of local suppliers to enter the supply chains of major industries in the Province;
- Planned efforts to distribute development investments over a range of industries so as to prioritise job creation;
- Expanding sustainable and value adding employment opportunities; and
- Planned infrastructure investment so as to maximise the potential of major industry sectors, both in the short and long term" (MIDP, 2015).

Manufacturing continues to be a major sector of the Provincial economy, providing a significant base for skilled employment opportunities and economic growth. It is clear that the Province's most strategic industrial advantage lays in its mineral deposits and other raw materials, together with its current mineral beneficiation capabilities.

Currently, beneficiation is not occurring at a scope and scale that is possible given the mineral resources available. This lays the foundation for developing an extended manufacturing value chain. Furthermore, these resources are distributed across the Province, which could allow for the geographic dispersion of manufacturing opportunities.

According to the MIDP, the strong bias towards the resource-based sectors of mining, agriculture and forestry, dominated by large corporations, requires an intensive diversification of these sectors into downstream manufacturing-based industries to enable broader economic growth and labour absorption.

Platforms for these have already been laid through beneficiation of raw materials into value-added materials. Furthermore, a growing manufacturing sector will also improve the demand for resource-based commodities locally. This transition, towards what is commonly known as the knowledge economy, requires the development of innovation capabilities that can drive competitive sustainable industries. One of the main barriers confronting the Province's transition towards a knowledge-based economy is the lack of knowledge-based institutions.

Therefore, the large corporations in the Province are crucial stakeholders in the diversification of the industrial economy through supporting the establishment of mutually beneficial knowledge-based institutions, and through the development of mutually beneficial local supply chains; hence, the formation of highly cohesive industry-government forums will be critical in setting the development paths for industrialisation.

The MIDP asserts that the industrialisation path that the Province must pursue should be aimed at developing globally competitive industries that continuously improve and innovate to respond to market demands.

Therefore, it is against this context that the development and support of industrial clusters and their capabilities for knowledge flows, innovation and diversification become key pillars of this Industrial Development Plan.

The model for industrialisation of the Mpumalanga economy focuses on three key aspects; namely:

- (a) Targeted Industrial Centres of Competence;
- (b) Implementation of key Industrial Capability Development initiatives; and
- (c) A portfolio of Rural / Township Industries which involves the proliferation of local economic development projects into capability development and linked to the Industrial Centres of Competence.

Accordingly, the MIDP therefore proposes the formalisation of a number of industrial centres of competence which emanated from the analysis of the current industrial economy in the Province. Although six centres of competence were uncovered in the analysis, as shown in the table below, these have been rationalised into three, with one linked to the Nkomazi Special Economic Zone.

The Industrial Centres (or regions) of Competence will serve two purposes: firstly, to establish the innovation platforms necessary for supporting sustainable industrial developing in the targeted sectors; and secondly, to form a central hub or nerve centre from which the Industrial Centre of Competence can be effectively marketed, promoted and coordinated.

Table 5: Provincial Industrial centres of competency

Centre Region	Centre of Competence	Industrial Centre of Competence	Central hub/s
eMalahleni	Mining and Metals Centre of Competence	Mining and Metals Industrial Centre of Competence	Mining and Metals Technology Park
Middelburg	Metals Manufacturing Centre of Competence		
Secunda	Petrochemicals Centre of Competence	Petrochemicals Industrial Centre of Competence	Petrochemicals Industrial Supplier Park

Mbombela	Agriculture Technology Centre of Competence	Agriculture and Forestry Industrial Centre of Competence	Forestry Technology Park
Sabie	Forestry Centre of Competence		International Fresh Produce Market
Komatipoort	Agro-Processing Centre of Competence	Nkomazi Special Economic Zone	Agro-Processing Technology Park

Agriculture and Forestry Industrial Centre of Competency

The MIDP identifies agriculture and forestry as industrial areas of competency for agro-processing. According to the MIDP, the mapping of the Agriculture Industrial Centre of Competence shows the potential to create a highly coordinated and integrated industrialisation platform in these sectors. This includes the coordination and integration of skills development programmes, technology development and transfer, supply chain development, logistics and investment, among others, inputs for industrial development.

Mining and Metal Industrial Centre of Competency

The MIDP also identified mining as another area of industrial competence with huge potential for economic growth and job creation. According to the MIDP, this industrial competency covers the region of eMalahleni and Middleburg, the former being biased towards the upstream mining sector and the latter biased towards the downstream manufacturing sector; hence encompassing the full value chain – from mining to fabrication of metal components.

The focus is on production of chromite-based materials through to the production of stainless steel components. The need to diversify the economic base is seen as crucial for future economic sustainability, but also realistic in terms of the raw materials manufacturing base in the region.

Petro-Chemical Industrial Centre of Competency

The petrochemicals industry in the Secunda region is another area identified as a potential Petrochemicals Industrial Centre of Competence. It is also viewed as one of the major industrialisation area with high potential to stimulate economic growth and job creation, both through SME incubation and large-scale production in well-identified areas of technology.

All these industrial centres will also act as business incubator facilities to enable new companies to be formed, and to provide a vast array of resources and technology services to both new and existing SMMEs.

Truly, incubators and cluster developments present opportunities for transformational BBBEE and economic development. The industry scope represented in these incubators and interventions provides opportunities for small, medium and large industrial businesses.

MIDP Implementation Roadmap

In order to develop and grow the Industrial Centre of Competency, the concept of an Industrial Technology Park has been found to be the appropriate catalyst, in this regard. The Industrial Technology Park aims to:

- Attract local and global companies through the provision of a knowledge-based developmental environment;
- Attract foreign and domestic direct investment;
- Develop world-class infrastructure;
- Promote manufacturing and processing opportunities;
- Promote:
 - Enterprise development;
 - SMME development;
 - Wealth creation;
 - Employment creation;
 - Developing and localising industrial supply chains.

In essence, a Technology Industrial Park, at the core, is a clutch of physical facilities and a portfolio of services. The physical facilities, the services provided and the quality as well as the price of the total package offered should contribute in enhancing the competitiveness of the tenants in the Park. The typical range of facilities and services provided in parks around the world can be classified into three categories:

- General physical infrastructure;
- Industry-specific specialist infrastructure;
- Support services.

The MIDP has identified four (4) different Industrial Technology Parks and a Special Economic Zone (SEZ) for development in the three CoC, and the implementation process has already been set into motion.

Priorities for the manufacturing sector over the 2019 – 2024 MTSF period are the following:

- Develop active links between the priority rural nodes with the industrial centres of competence;
- Strengthen institutional capacity in the rural nodes to drive the strategic industrialisation opportunities;
- Enhance appropriate skills development and business infrastructure development interventions;
- Mobilise financial resources and provide financial and supportive services for rural business development;
- Promote and encourage private sector investment in industrialisation nodes, that is, intensify the roll-out of the Trade and Export Promotion Implementation Roadmap;
- Implement the Project Initiation Phase of the three (3) Industrial Technology Parks;
- Intensify the roll-out of the Black Industrialist Programme; and

- Scale-up the incubation programme to build sustainable SMMEs and Cooperatives within Industrial Technology Parks.

Tourism

The tourism sector is the fastest growing sector of the economy of South Africa and Mpumalanga Province, in particular. The sector should be nurtured for sustained and inclusive growth. The international tourist arrivals worldwide grew by 7% in 2017 to reach a new record, according to the UNWTO World Tourism Barometer. Growth in arrivals was echoed by a strong increase in exports generated by tourism, which reached USD 1,6 trillion in 2017, making tourism the world's third largest export sector. The 2017 increase was the highest since 2010, and was driven by regions of Europe and Africa, which received increases in arrivals of 8% and 9%, respectively.

In South Africa, tourist arrivals grew by 2.4% to reach 10.3 million tourist arrivals in 2017. The tourism spends for 2017 was R80.7 billion, a 6.9% increase compared to 2016. This accounts for approximately 8.8% of total South African exports and puts tourism on par with iron and steel exports in 2017. More than 73% of South Africa's arrivals comes from Africa. The top 3 source markets for South Africa are Zimbabwe, Lesotho and Mozambique, which when combined accounted for 50% of total tourist arrivals in 2017. Tourist arrivals from the rest of the world, which accounts for 26% of total tourist arrivals, grew by 7.2% in 2017.

Mpumalanga recorded an increase of 14.6 % of the foreign tourist arrivals, increasing from 1,4 million in 2016 to 1, 6 million in 2017. The increase was driven by the Regional Africa land markets especially the neighbouring countries, such as Mozambique (36.7%) and Swaziland (2.3%). The USA is another important market for Mpumalanga that grew by 13% in 2017. On the domestic front, SA had a decrease of 29.3% of trips in 2017 which translates to 17.1 million trips in 2017, when compared to 24.2 million trips in 2016. The money spend by tourists in Mpumalanga was equal to 6.8% of the provincial GDP in 2017. This was slightly lower than the 7.1% recorded in 2016.

Mpumalanga recorded 1.2 million domestic trips in 2017, when compared to 1.6 million trips in 2016. The reason for the decline in the domestic trips is tough economic conditions and low trips taken by the residents of Mpumalanga (-21%). It should be noted that this number has improved from the 40% decrease in 2016. The foreign tourists spend grew from R4,7 billion to R5, 5 billion, and in the domestic market, from R1, 7 billion in 2016 to R2,6 billion in 2017. Mpumalanga remained the fourth most visited destination by foreign tourists, and the sixth most visited domestic destination in 2017.

The sector should be prioritised to address, amongst others, the poor performance of domestic trips and the transformation and/or inclusiveness. Despite the challenges that tourism has endured over the last five years, it outperformed other key industries in terms of job creation, adding just over 40 000 net new jobs to the economy over the five-year period from 2012 to 2016.

Over the 2019 – 2024 MTSF period, focus will be paid on the following key issues:

Seizing the potential of new economies

The MEGDP has identified new economies as another area with huge potential for inclusive economic growth and development in the Province. In 2016, the Mpumalanga Provincial Government adopted the Mpumalanga Green Economy Development Plan (GEDP) to guide economic activities aimed at enhancing the green economy in Mpumalanga.

In essence, the GEDP provides an integrated approach towards the development of the green economy, particularly in the areas of renewable energy, waste management and sustainable agriculture. Core to this Plan is the emphasis on initiatives that leverage on the Province's natural resources endowment with a view of addressing, in the main, social, economic, and environmental challenges.

As the hub of coal fired electricity generation in South Africa, the Province is highly reliant on non-renewable energy sources. Economic activities such as mining, power generation and petrochemicals production are the leading contributors of carbon emissions in the Province and the country as a whole. Other forms of pollution from local industries compromise air and water quality, resulting in adverse effects on biodiversity and human health.

The transition towards a green economy involves shifting away from the traditional 'brown' economy approach which is relatively resource-intensive and heavily dependent on fossil fuels, and this often leads to environmental degradation and involve unsustainable levels of resource extraction. Therefore, the green economy seeks to reduce the adverse effects of the brown economy by embracing economic activities that result in improved human well-being over the long term, while reducing environmental risks and ecological scarcities.

Opportunities have been identified and prioritised to guide the implementation of the MEGP. The prioritisation process involved a ranking of the identified prospects, and the aggregation of high scoring ideas into thematic areas, in order to facilitate implementation. The thematic areas are referred to as implementation pillars. The detailed implementation pillars are shown below:

Figure 2: Green economy thematic areas - the implementation pillars

Implementation pillars	Proposed outcome for 2030
Biomass sector	<ul style="list-style-type: none"> To extract more value from biomass assets by increasing implemented bio-energy projects
Sustainable agriculture	A resource conscious, sustainable dual agricultural economy
Towns and urban centres	<ul style="list-style-type: none"> Eco-conscious towns with improved resource utilisation
Sustainable Tourism	<ul style="list-style-type: none"> Leverage Mpumalanga's natural environment to deliver economic vitality that has low impact on the environment and enables healthy communities

Source: DNA Economics

A detailed implementation plan for each implementation pillar has been developed with the aim of outlining action items under each implementation pillar; recommended key actions to be taken; the relevant actors responsible; resource requirements; and suggested timeframes. The action plan focuses on the implementation process and recommends a 'Learning-by Doing Approach' with a high number of suggested feasibility assessments. Implementation also requires partnerships across various stakeholders.

3.2.6 Medium Term Strategic Framework

The Medium Term Strategic Framework (MTSF) is nothing but a five-year building block towards the achievement of the vision and goals of the country's long term plan, and by extension, those of the Province, as expressed in the MP V2030 and the MEGDP.

Therefore, like the previous MTSF, the 2019 – 2024 MTSF is seen as another five-year building block towards the realisation of the strategic intent outlined in the NDP, MP V2030 and the MEGDP.

As the Province marches to the future, using the 2019-2024 MTSF which is characterised as the second phase of the transition from apartheid to fully-fledged democracy, it will be incumbent upon the Economic Cluster to focus on strategic economic activities that are geared towards robust economic growth that leads to the extreme reduction of unemployment; poverty and inequality, including supporting sustainable livelihood initiatives.

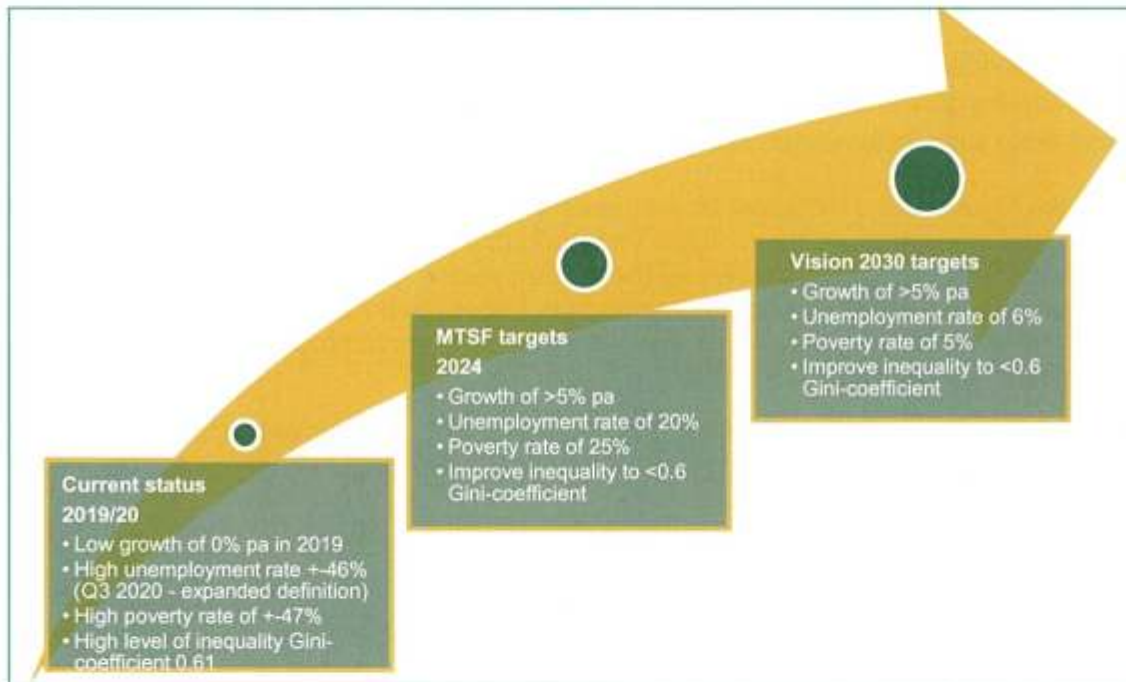
The table below captures the targets and indicators aimed at measuring performance towards the realisation of the objectives outlined in the latter statement:

Table 6: 2014 -2019 Key Indicators and Targets

IMPACT INDICATORS	BASELINE	MPUMALANGA TARGET	V2030	2014-2019 TARGET
Unemployment Rate	26.6% in 3rd Quarter 2013	6%		16.4%
Number of Employed	156 000 jobs gained from Q4: 2009 to Q3:2013	1.2 million additional jobs Total employment to 2.1 million to achieve 6% unemployment rate		485 000 additional jobs between Q3 2013 & 2020. To achieve 16.4% unemployment rate, total employment must increase to 1.5 million
GDP Growth Rate	1.4% in 2012	Average annual GDP growth above 5%		Average annual GDP growth above 5%
GDP per capita	GDP per capita of R48 000 (in 2012)	Raise per capita GDP to R110 000 in constant prices		Raise per capita GDP in constant prices to R79 000
Lower bound poverty line – R416 per person (2009 prices)	41.6% in 2011	Reduce the proportion of households with a monthly income below lower bound poverty line to 0%		The poverty rate should be 26% by 2020

This diagram below captures the key economic indicators in 2018/19 and the targets for 2024 and beyond:

Figure 3: Key economic targets leading towards MP V2030



Considering that the Mpumalanga Province is characterised as predominantly rural, this presents a number of spatial and structural challenges with respect to economic growth and job creation. Therefore, the achievement of the proposed targets in Figure 3 above, would require the Province to continue to consider the following approaches:

- Identification and development of economic activity nodes and corridors that attract trade, industries and services and provide economic growth and employment opportunities;
- Stronger linkages to the needs (infrastructure, energy, water, transport) of larger businesses investing in the Province;
- Using the Comprehensive Rural Development Plan (CRDP) optimally in order to build the economy in rural areas;
- Establishing public-private partnerships for the development and maintenance of infrastructure critical for investment and job creation;
- Addressing regulations ("red tape") that obstruct investment and improving the capacity of municipalities to incentivise investment in their localities; and
- Strengthening relationships with local businesses and industries in order to identify and develop market appropriate skills.

Building on the foundation of the 2014 – 2019 MTSF period, the 2019 – 2024 MTSF is expected to pay more attention on, but not limited to:

- The upscaling of mineral beneficiation and agro-processing;
- Accelerating growth and development of Rural and Township economies, and
- Increasing support to women and youth owned small businesses and cooperatives.

In essence, the Mpumalanga Industrial Development Plan (MIDP) will be central in driving these above-mentioned focus areas in the next five years. Coupled to the economic sectors prioritised by the MIDP will be the rigorous promotion of the tourism sector, considering that its potential has not been fully exploited as yet. Government support to the development of small enterprises and cooperatives will be featuring high in all the programmes of government geared towards the promotion of economic growth and job creation.

The following drivers were identified for the realisation of the above-mentioned strategic objectives, and subsequently the achievement of the targets reflected in Figure 3 above:

- Key Economic sectors (agriculture; mining and tourism);
- Inclusive rural economy;
- Infrastructure development; and
- Regional and international cooperation

Aligned to the Medium-Term Strategic Framework (MTSF), the draft Mpumalanga Provincial Five-Year Plan (2019 – 2024) includes the following seven (7) National Priorities as contained in the NDP Five-Year Implementation Plan (NDPIP) 2020-2025:

Priority 1: A Capable, Ethical and Developmental State

Priority 2: Economic Transformation and Job Creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating Social Wage through Reliable and Basic Services

Priority 5: Spatial Development, Human Settlements and Local Government

Priority 6: Social Cohesion, Safer Communities

Priority 7: A Better Africa and a Better World

Based on the mandate of the Department, the following targets, as contained within the Mpumalanga Provincial Five-Year Plan (2020 – 2025), will be the focus of all operations and activities within the Department as a means to implement the NDPIP and the Provincial Priorities.

In order to achieve the above targets, the following Catalytic Projects which are captured in the Mpumalanga Provincial Five Years Plan (2019 – 2024), and are aligned to the MTSF Priority 2: **Economic Transformation and Job Creation**, Provincial Catalytic Projects have been incorporated into the strategic priorities of the Department over the five-year period (2020-2025):

- Development of the Nkomazi Special Economic Zone (SEZ). This will create an opportunity for investment and development of small businesses and co-operatives in the Nkomazi Local Municipality within Ehlanzeni District Municipality. In collaboration with the private sector, the Department will roll-out the Post-designation Implementation Plan of the Nkomazi SEZ.
- Promote partnerships between small scale, emerging and commercial farmers to support local and global markets. i.e. R20 million (2019/20 baseline budget) set aside to ensure that three (3) Agri-Hubs are in full operation and with markets (Mkhuhlu – Bushbuckridge Local Municipality within Ehlanzeni District Municipality, Mkhondo in Mkhondo Local Municipality, within Gert Sibande District and Dr JS Moroka Local Municipality with Nkangala District Municipality).
- Prioritise strategic infrastructure that supports economic development and service delivery, including road Infrastructure network particularly in areas with high volumes of trucks, like coal haulage. Furthermore, R300 million has been set aside, over Medium Term Expenditure Framework (MTEF) (R100 million per annum), for paving of municipal township and rural roads across the Province (starting with seven (7) CRDP municipalities).
- To ensure food security and the transformation of the agricultural sector in the Province, R300 million has been set aside to commence with the first phase of the Mpumalanga International Fresh Produce Market (MIFPM) in Mbombela Local Municipality within Ehlanzeni District Municipality, which will be operationalised in the next financial year (2021).

To address drought conditions in the Province, in collaboration with the National Department of Water and Sanitation, the following interventions will be implemented:

- The construction of a new dam along the Crocodile River in the City of Mbombela within Ehlanzeni District;
- The construction of the bulk pipeline from Loskopdam to Thembisile Hani Local Municipality;
- The resuscitation of the Mkhombo Dam in the Dr. JS Moroka LM within Nkangala District Municipality;
- The completion of the Lusushwane Regional Bulk Water Scheme in the Gert Sibande District Municipality.

The support for the development of SMMEs and Cooperatives through the Social Enterprise Development Programme (SEDP), will be done in a phased-in approach to build productive capacity to supply and manufacture construction materials for built environmental projects. It aims to empower and uplift SMMEs (currently 139 and targeting 350) in the construction and building industry to become successful, independent and sustainable through Built Environment initiatives. Currently, all 17 Local Municipalities are participating in the programme and a total value contribution to date is R374 million. For instance, R52 million is set aside for the Upgrading and

rehabilitation of Road D233 in Louisville, in the City of Mbombela under Ehlanzeni District through the Programme.

The roll-out of the Government Nutrition Programme (GNP), as a baseline, commenced in June 2017 with the intention to support small-holder farmers (459), local bakeries as well as Youth Transport SMMEs (28), while ensuring the supply and delivery of good quality fresh produce to the schools (35% or 600/1740), hospitals (12/32) and other government feeding centres. It is characterised by preferential procurement of fresh produce sourced from small holder farms. The programme carry the costs of collecting the produce, and the Department of Education pays prescribed and gazetted rates for fresh produce supplied to schools or to the Department of Health in respect of hospitals. Prices paid to small holder farmers are fixed.

The Province will intensify the creation of job opportunities, through the EPWP, in collaboration with the private sector. As a result, we are targeting to create 220 575 job opportunities from the following initiatives:

- The absorption of learners through internships and learnerships;
- The Fortune 40 Young Farmer Incubation: 35 of the identified co-operatives and farms are in full production with access to National and International markets. R43 million is set aside for the provision of infrastructure to new eight (8) Fortune forty farms in the current financial year;
- The agricultural sector is targeting to create 5 071 job opportunities through the EPWP; Green Jobs; Phezukomkhonomlimi (PKM); Zond'Indlala Programme; Zond'Insila Programme; and 160 Youth Tractor Mechanics to be trained and fully employed in the sector;
- The establishment of a Developmental Fund to the tune of R250 million (R200 million contribution from private sector and R50 million from provincial government). This fund will target start-ups, training and incubation of entrepreneurs (Youth and Women) across the Province, and further pursue other institutions such as SETAs, UIF, NSF to contribute to the Fund;
- The acceleration of skills training, job experience, learner ships and internship programme for young graduates to participate across Government and Private sector operations. The fast tracking of the establishment of the Provincial Skills Development Hub situated in eMalahleni Local Municipality, in Nkangala District; and
- The acceleration of the artisan development programme for out-of-school youth – an initiative that is driven by the Provincial Government, through the Mpumalanga Regional Training Trust (MRTT), in partnership with Hydra Arc. To date, a total of 992 learners have completed their artisan development training.

The following targets has been developed for the MTSF period:

Table 7: Mpumalanga Provincial Targets: Priority 2: Economic Transformation and Job Creation

Outcome Indicators	Baseline 2019	Target 2024
Reduce the percentage of poor road networks from	28%	24%
Increase percentage of agricultural	2.80%	3.50%
Increase percentage of mining	21.20%	25%
Increase percentage of Tourism	9%	10%
Increase percentage of Manufacturing	11%	15%
Increase percentage of Construction	2.90%	4%

4. Relevant Court Rulings

The following court rulings are mentioned as per the Framework for Strategic and Annual Performance Planning (FSAPP, 2019) requirement.

Judgement

Table 8: Relevant Court Rulings

Case Number: CASE NO. 73875/14	
Applicant:	Sofiline (Pty) Ltd
Respondent:	MEC, Chairperson of Mpumalanga Gambling Board (MGB) and MGB
Mini Summary:	Application for review and setting aside of the Executive Council's Resolution on (fourth) 4 th Casino license.
Judgement:	High Court reviewed and set aside the Executive Council's Resolution on award of 4th casino license.
Remedial Action (policy/strategy) to reduce or avoid recurrence):	<ul style="list-style-type: none"> • Thorough/intensive induction of Members of the Executive Council insofar as their individual and joint accountability responsibilities; and • Presidential Review of state-owned entities, particularly the relationship between the Accounting Authority (Board) and Shareholder Representative, will assist in clarifying roles of different stakeholders.



PART B: OUR STRATEGIC FOCUS

5. Vision

An Inclusive, Globally Competitive Economy

6. Mission

Drive economic growth that creates decent employment and promotes sustainable development

7. Values

VALUE	VALUE STATEMENT
Integrity	Officials must be dedicated to the adherence of a strict moral and ethical code of conduct in the execution of their duties and responsibilities.
Fairness	Officials must conform to the rules and standards set out by the Department. All decisions should be made free of bias and must always be considerate and just.
Accountability	Officials are, at all times, to be responsible for the performance and results of their agreed upon duties and responsibilities. This refers to the pyramid responsibility that begins with individuals and builds up to top management.
Transparency	Officials will recognise the right to access to information, excluding information that is specifically protected by law.
Professionalism	Officials will behave and execute their duties in a manner that enhances the reputation of the Department, while adhering to the highest ethical standards.

8. Situational Analysis

Organisations conduct external and internal analysis (situational analysis), both of which include analysis of the implementation environment that will serve as the fulcrum within which the intended plans will swing. On the basis of information obtained, the Department created its strategic direction, strategies, and tactics for implementing strategies and control systems. The dynamics that emanate from the Problem analysis method, the PEST1 analysis and the research conducted by the Department and relevant diagnostics are outlined below:

8.1 External Environment Analysis

The Socio-Economic Review and Outlook (SERO) of Mpumalanga is conducted on a bi-annual basis. The purpose of the SERO is to provide an essential reference to policy makers in Mpumalanga by providing socio-economic data and analysis for assessing the success of government's social and economic policies in the Province. To place Mpumalanga on a sound growth and integrated development trajectory requires coherent and coordinated public sector response, to the Province's socio-economic opportunities and challenges. The following socio-economic aspects of Mpumalanga are presented: Provincial demographics; economic analysis (including tourism); labour; poverty and income inequality (triple challenges); and the technological factors.

In terms of the Provincial demographics, the Mpumalanga population increased from 4.04 million in 2011 to 4.68 million in 2020². The following demographic aspects can be highlighted:

- An increase of 640 000 people in the 9-year period;
- Population growth rate of 1.9% per annum the last 4 years;
- Accounts for 7.8% of the South African population; and
- Net migration of \pm 70 000 between 2011 and 2016 and more than 60 000 (estimated) between 2016 and 2021.

¹ i.e. Political, Economic, Social and Technology factor analysis method.

² Some of the data presented in this section and the section on Economic Analysis was primarily sourced from Statistics South Africa with certain aspects gathered from Regional eXplorer (ReX) of IHS Markit and other credible sources of information such as the IMF and World Bank.

It is predicted that the Province's population could reach more than 5.1 million or as high as 5.5 million in 2030, with more than 800 000 people likely to be situated in the City of Mbombela. The Province experience a population growth of 2.5% per annum and more, in four (4) municipal areas of Steve Tshwete, eMalahleni, Victor Khanye and Govan Mbeki, where the population is projected to grow from plus/minus 1.16 million in 2016, to as high as 1.87 million by 2030. This will thus put pressure on basic service delivery, infrastructure, job and economic opportunities.

Females constitute 50.7% of the Provincial population distribution and males 49.3%. The youth cohort (0-34 years) make up 66.0% of the total population of the Province, and the age group 60 years and older accounts for 7.8%. The age cohort of 0-4 years represents the most populous age cohort with 10.2% of the Provincial population.

It is anticipated that Mpumalanga's fertility rate will decline to 2.44 in the period 2016 to 2021, and Mpumalanga is expected to have the sixth highest fertility rate of the nine provinces. The fertility rate is defined as the number of children that average women would have in their lifetime. The NDP targets average both male and female life expectancy at birth, to improve to 70 years by 2030. The projection for the period 2016 to 2021 is that male life expectancy in Mpumalanga could increase to 61.8 years. The projection for the period 2016 to 2021 is that female life expectancy in Mpumalanga could increase to 66.8 years.

Using Statistics South Africa's classification system, Mpumalanga's percentage of persons aged 5 years and older with disability was recorded at 7.0% in 2011 and 7.5% in 2016. Statistics South Africa's questions on disability require each person in the household to rate their ability level for a range of activities such as seeing, hearing, walking a kilometer or climbing a flight of steps, remembering and concentrating, self-care, and communicating in his/her most commonly used language, including sign language. During the analysis, individuals who said that they had some difficulty with two or more of the activities or had a lot of difficulty, or were unable to perform any one activity, were then classified as disabled. Mpumalanga, thus, recorded the sixth largest/fourth lowest share of people with disability compared with the other eight provinces.

8.2 Economic Analysis

8.2.1 Global and regional economy

Global growth slowed down in 2018 and declined to less than 3.0% in 2019, and was projected to be 4.9% in 2020. The COVID-19 pandemic has had a more negative impact on activity in the first half of 2020 than anticipated, and the recovery is projected to be more gradual than previously forecast. For 2021, global growth is projected to be 5.4%. The adverse impact on low-income households is particularly acute, imperilling the significant progress made in reducing extreme poverty in the world since the 1990s.

Prolonged trade tensions, which has abated recently after the USA-China trade agreement, hurt business sentiment and confidence globally, and it remains a significant risk to the baseline scenario. The spread of the Coronavirus would also intensify the global downturn further, making the global economy vulnerable and affecting world economy negatively. China has recorded its lowest economic growth rate (at 6.1%) in many years during 2019, and is projected to a much lower growth rate in 2020 due to the COVID-19 pandemic. This is because many factories in China have recorded declined production; transport is restricted and travel in and out China has been affected. China is a very important trade partner of South Africa; and the current economic situation in China has negative spill overs to South Africa's tourism, supply chain, commodities and business confidence.

Growth in Sub-Saharan Africa has moderated to a slower than expected 2.4% in 2019. Activity was dampened by softening external demand, heightened global policy uncertainty and falling commodity prices. Domestic fragilities in several countries has further constrained activity. As such, growth is projected to be negatively affected by the COVID-19 pandemic, as it could contract by 3.2% in 2020, and 3.4% in 2021. These growth rates will be insufficient to make significant progress in reducing poverty in most of the countries in the region.

The balance of risks for the region is also firmly to the downside. A sharper than expected deceleration in major trading partners such as China, the Euro Area and the United States, would substantially lower export revenues and investment. As droughts continue to suppress agricultural output in some countries, it will put pressure on food insecurity and increase food price inflation, exacerbate poverty levels and contribute to forced displacement of populations.

Figure 4 below depicts that South Africa has improved its overall Global Competitiveness ranking from 67 out 140 economies in 2018, down to 60 out of 141 economies in 2019 with a rating score of 62.4 in terms of the World Economic Forum (WEF) Global Index (GCI)³. The main contributing factors to this improvement include:

- The Institution's pillar improved from 69 out of 140 economies in 2018 to 55 out of 141 economies in 2019;
- The Health pillar improved from 125 in 2018 to 118 in 2019;
- The Product market improved from 74 to 69 in 2019; and
- Budget transparency ranks South Africa number 1 out of 141 economies.

³ http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

Figure 4: Global Competitiveness Index



Source: The Global Competitiveness Report, 2019

8.2.2 South African economy

Even before the advent of COVID-19 and the Great Lockdown, the South African economy entered its second technical recession in the space of two years, as indicated in the 2019 Fourth Quarter Economic Growth Figures. The GDP has contracted by 1.4% in the final quarter of 2019, after shrinking by 0.8% in the third quarter of 2019. In the calendar year of 2019, the economy grew by only 0.2%, down from an already weak 0.8% in 2018. Seven of the nine (9) industries contracted in the fourth quarter when compared with the third quarter of 2019. Only mining and finance managed to record quarterly growth.

The largest contributors to the contraction in the GDP in the fourth quarter of 2019 were transport, agriculture and construction. Agriculture, manufacturing, utilities, construction and transport were in a recession after registering two or more consecutive quarters of decline.

South Africa's February 2020 National Budget Speech has also projected a growth of 0.9% in 2020. The World Bank and International Monetary Fund (IMF) expected the South African economy to grow by only 0.9% and 0.8% in 2020, respectively. By mid-2020, more insight into the negative impact of the COVID-19 pandemic on the world economy was made available, and a severe contraction has been forecast for the South African economy by the National Treasury (-7.2%), the SARB (-7.0%), the IMF (-8.0%) and the World Bank (-7.1%). The economic recession of 2020 is expected to be followed by economic recovery of between 2.9% and 3.5% in 2021.

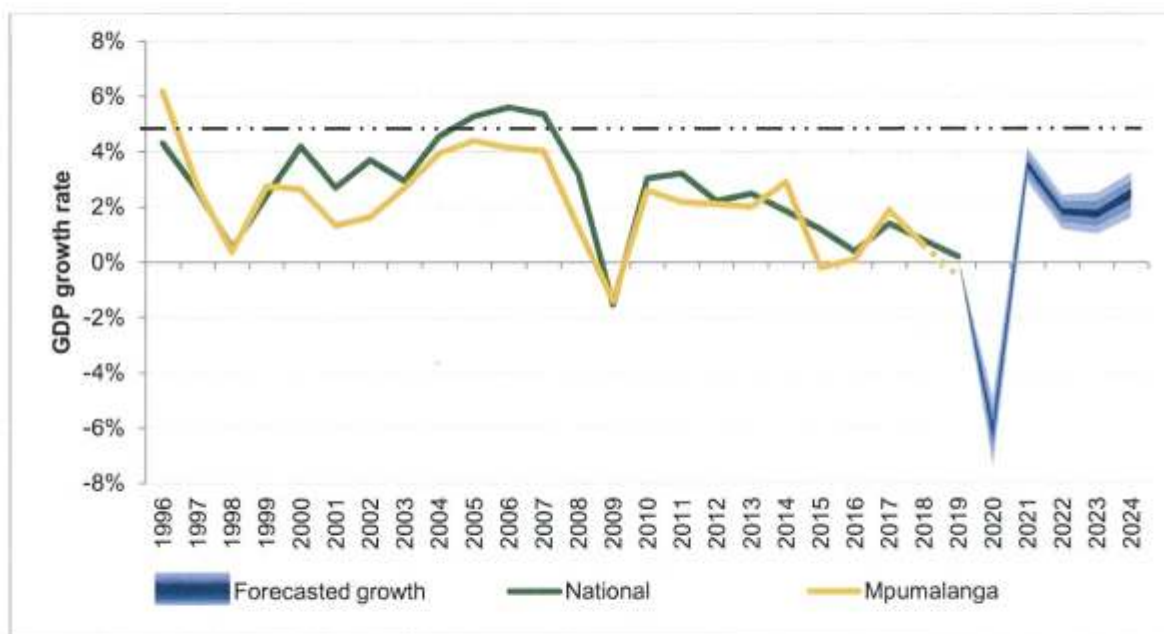
Factors such as load shedding, low business and consumer confidence, as well as global risks have a negative impact on the economic growth of South Africa. The latest figures indicate that the national economy contracted by more or less 8% in 2020 and will recover to a positive growth around 3% in 2021.

8.2.3 Mpumalanga economy

According to the latest official figures released by Statistics South Africa), Mpumalanga contributed some R366.8 billion in current prices or some 7.5% to the GDP of South Africa. Converted to constant 2010 prices, Mpumalanga's contribution was R227.6 billion. And this made Mpumalanga's contribution in constant 2010 prices the fifth largest among the nine provinces. Mpumalanga's contribution decreased from 8.1% in 1995 to 7.2% in 2018, and was marginally larger than the economy of Limpopo. Gauteng (34.9%) was the main contributor to the national economy in 2018.

At the start of the period under review, particularly 1996, 1997 and 1999, the economic growth of the Province, as measured by growth in the GDP, was higher than the national rate. However, since then, the Provincial economy had outperformed the national economy in terms of GDP growth only in 2009, 2014 and 2017 (Figure 5). The average annual growth rate for the country and Mpumalanga over the period 1995 to 2018 was 2.7% and 2.2%, respectively. It is of great concern that the average annual economic growth for South Africa, as well as of the Province, did not exceed 1.0% for the period 2014 to 2018. Mpumalanga recorded the sixth highest/fourth lowest annual average GDP growth rate in the 23-year period, and the second lowest between 2014 and 2018.

Figure 5: GDP (constant 2010 prices) growth rates for South Africa and Mpumalanga 1996 - 2023



Sources: Statistics South Africa – GDP, 2020 (Historic growth)

IHS Markit – Regional eXplorer (ReX), June 2020 (Future growth)

In 2018, Mpumalanga's economy expanded by 0.6%, which was slightly lower than the 0.8% growth recorded for the national economy, and a 1.1 percentage point decline from the 1.9% provincial growth registered in 2017. The provincial growth in 2019 was around 0%.

The outlook for many countries is very challenging, with considerable uncertainties in the short term, especially as the full impact of the COVID-19 pandemic will only be evident at a later stage. The economies of South Africa and Mpumalanga are projected to contract in 2020, and contract on an average annual basis between 2019 and 2024.

The NDP targets average annual national GDP growth above 5% up to 2030. It is apparent that neither South Africa nor any of the provinces sustained the desired growth in any of the period displayed in Table 9. Mpumalanga's highest period of growth was between 1995 and 1999 (the second highest among the 9 provinces), whereas the lowest period of growth was between 2014 and 2018 (the second lowest among the 9 provinces). Between 2019 and 2024, the economies of South Africa and Mpumalanga are estimated to contract annually by 0.6% and 0.2%, respectively. The 2020 provincial growth is estimated at -7% and a positive growth of 3% for 2021.

Table 9: Historic and forecasted GDP at market prices growth rates for South Africa and provinces, 1995 - 2024

Province	1995-2018	1995-1999	1999-2004	2004-2009	2009-2014	2014-2018	2019-2024
Western Cape	3.0%	2.3%	4.3%	4.1%	2.8%	1.1%	-0.6%
Eastern Cape	2.3%	1.8%	2.8%	3.5%	2.2%	0.7%	-0.7%
Northern Cape	1.9%	2.9%	1.4%	1.9%	2.6%	0.8%	-1.3%
Free State	1.6%	0.9%	2.0%	2.3%	2.3%	0.2%	-1.0%
KwaZulu-Natal	2.8%	2.0%	3.7%	3.9%	3.0%	1.0%	-0.7%
North West	1.3%	1.3%	2.0%	2.0%	0.5%	0.8%	-0.9%
Gauteng	3.0%	2.1%	4.2%	4.0%	3.0%	1.1%	-0.5%
Mpumalanga	2.2%	3.0%	2.4%	2.5%	2.4%	0.6%	-0.2%
Limpopo	2.4%	3.2%	3.3%	2.5%	2.0%	1.0%	-0.5%
South Africa	2.7%	2.4%	3.6%	3.5%	2.6%	0.9%	-0.6%

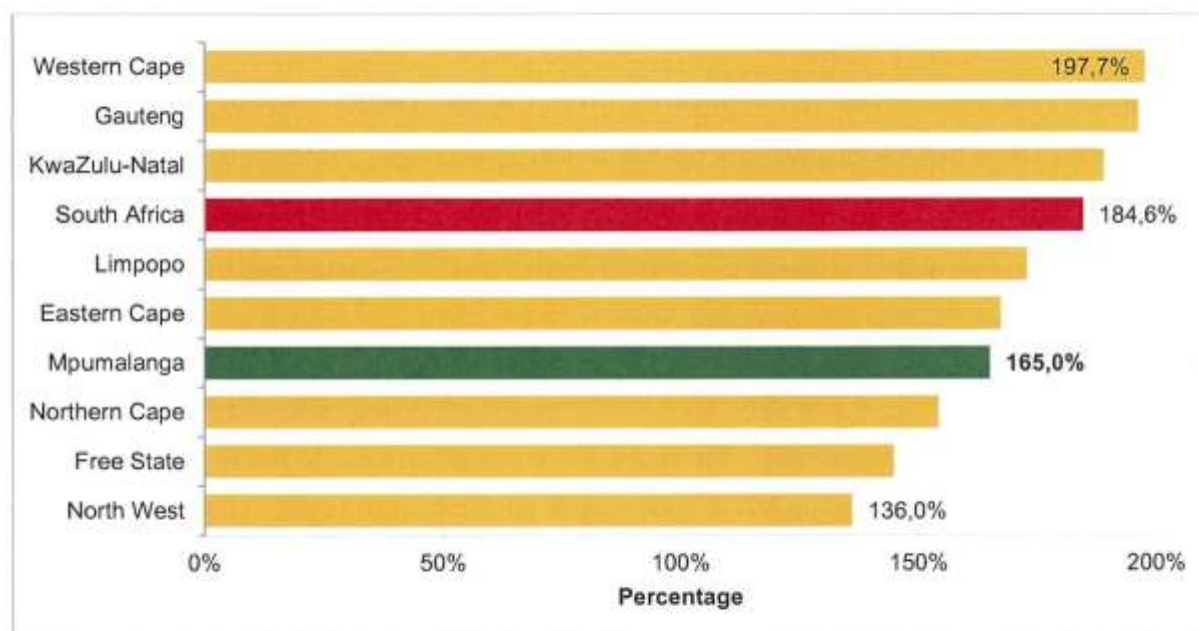
Sources: Statistics South Africa – GDP, 2020 (Historic growth)

IHS Markit – ReX, June 2020 (Future growth)

To achieve higher economic growth, the Province should attempt to nurture a spirit of innovation and entrepreneurship, in order to create more entrepreneurs, more enterprises and more jobs. Mpumalanga should thus attempt to develop niche enterprises and incorporate new technology and processes, that can take the Provincial economy forward. This can be accomplished by empowering the citizens of the Province to participate in a modern economy by addressing the skills shortage that is prevalent in the economy.

Due the moderate economic growth experienced in South Africa over the last 23 years, the South African economy has not doubled in size over this period. As depicted in Figure 6, it is also evident that by 2018, no provincial economy was double its 1995 size. In 2018, the Western Cape economy, which grew the fastest between 1995 and 2018, was 197.7% of its 1995 size. Mpumalanga's economy was 165.0% of its 1995 size, and registered the sixth highest/fourth lowest increase. For an economy to double in size over a 23-year period, that economy needs to grow at an annual average growth rate of 3.1%.

Figure 6: GDP (constant 2010 prices) expressed as a percentage of 195 GDP values in South Africa and provinces 2018



Source: Statistics South Africa – GDP, 2020

8.2.3.1 Estimated annual and quarterly GDP growth in Mpumalanga

Current economic climate

Prior to the COVID-19 outbreak, the economy of South Africa was already in recession. The quarter-on-quarter⁴ (q-on-q) GDP growth (seasonally adjusted and annualised) in South Africa contracted by 1.8% in the first quarter of 2020. This followed a 1.4% contraction in the fourth quarter of 2019 as well as a 0.8% contraction in the third quarter of 2019. With the use of a structural model⁵, Mpumalanga's GDP growth for each quarter can also be estimated.

⁴ Q-on-q analysis compares the current quarter to the previous quarter. In this instance, the q-on-q change is also annualised.

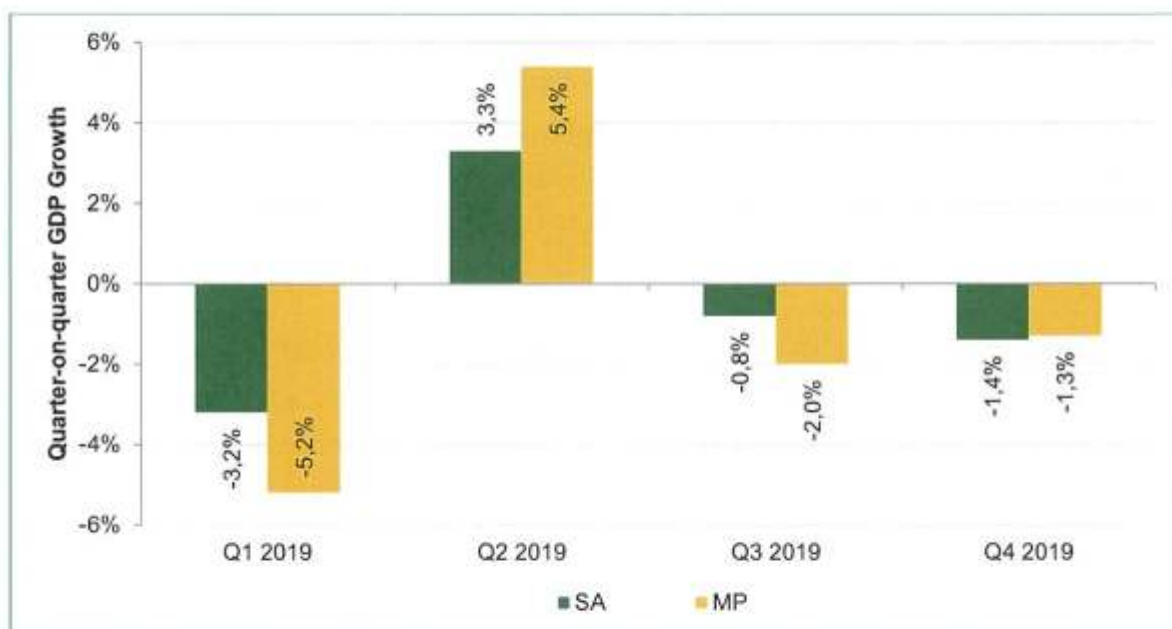
⁵ Statistics SA compiles provincial estimates of GDP only on an annual basis and it is released one year later than the national estimates. For example, the 2018 provincial GDP estimates were only released when the national GDP estimates for 2019 was published. To address the challenges, a structural model was adopted that allows one to estimate the GDP for Mpumalanga for years and quarters not yet published by Statistics SA. This provides an early indication on provincial economic growth for the full year as well as signalling which industries are contributing strongly to growth and which are lagging or faltering.

During the second quarter of 2020, the South African economy contracted by 51.0% mainly because of the COVID-19 lockdown and the Mpumalanga economy by 57.0% (Figure 7). When one considers the year-on-year⁶ (y-on-y) GDP growth, the South African economy contracted by 17.2% in the second quarter of 2020 and the Mpumalanga economy contracted by 20.9% (Figure 31). Where the q-on-q calculation provides a better indication of short-term changes and turning points, the y-on-y calculation shows less volatility caused by single events and produces a better indication of the evolving long-term trend.

The impact of the COVID-19 lockdown was the most devastating shock for the South African economy since the 1929 depression. The real GDP at market prices for the first six months of 2020 in South Africa and Mpumalanga contracted by 8.7% and 11.0%, respectively, when compared with the first six months of 2019. The difference between the growth rates of South Africa and Mpumalanga can be attributed to the structural differences between the national and provincial economies.

⁶ Y-on-y analysis compares the metrics from one period of one year (i.e. Q2 2020) to the same period of a previous year (i.e. Q2 2109).

Figure 7: Quarter-on-quarter GDP at market prices growth (constant 2010 prices) in South Africa & Mpumalanga, Q1 2019 – Q4 2019



Sources: Statistics South Africa – GDP, 2020 | Economic Analysis Structural Model, 2020

8.2.3.2 Gross Domestic Product per capita

The Gross Domestic Product (GDP) per capita is often considered an indicator of a region's standard of living, on the rationale that all citizens would benefit from the region's increased economic production. The Mpumalanga Vision 2030 states that the GDP per capita, expressed in constant prices, must increase from an estimated R51 100 in 2010 to R110 000 by 2030. In 2018, the Provincial GDP per capita was, however, lower than in 2010 with an estimated R50 300. Sustained annual average GDP growth of more than 5% should, thus, be achieved in order to reach the set target of R110 000 by 2030.

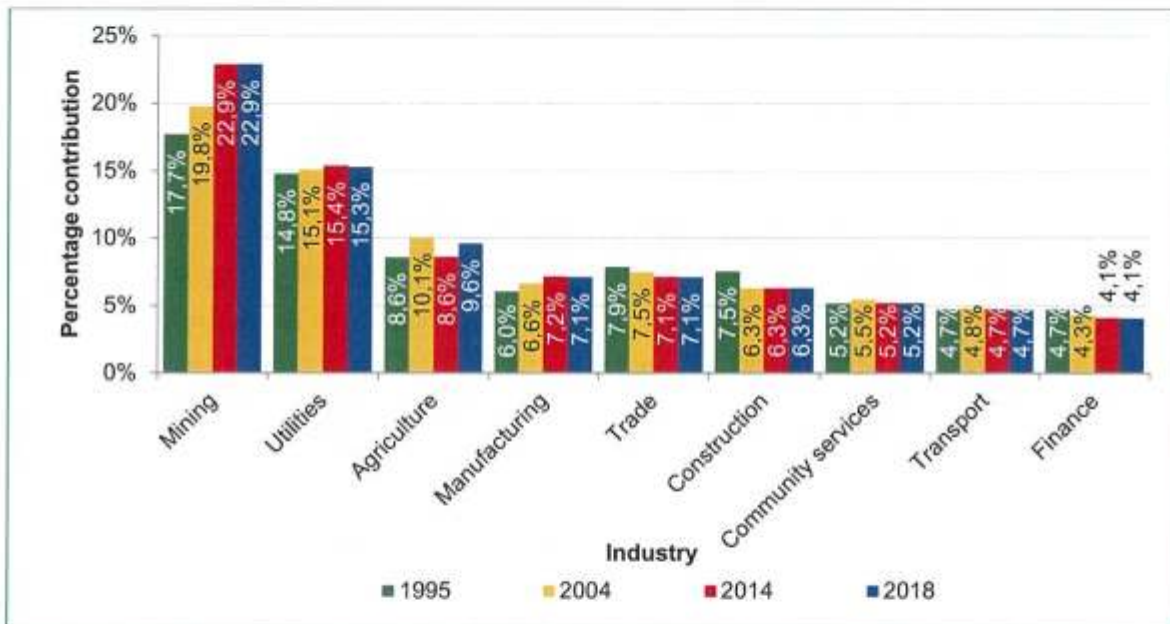
8.2.3.3 Fixed Investment

Investment in infrastructure builds economic capacity and enhances competitiveness, while contributing to the quality of life of poor people. In 2018, the gross domestic fixed investment (GDFI) in Mpumalanga amounted to R54.2 billion, which represented 9.1% of South Africa's total GDFI. From 2010 to 2018, GDFI in South Africa grew, on average, by 1.5% per annum and by 2.0% annually in Mpumalanga. Between 2014 and 2018, GDFI in Mpumalanga declined by 0.4% per annum.

According to the NDP, public infrastructure investment must equal to 10% of the GDP by 2030. In 2018, expenditure by the Mpumalanga Provincial Government (MPG) on infrastructure was approximately 1.8% of the Provincial GDP. If the 2018 Municipal Infrastructure Grant (MIG) expenditure by municipalities is added to the MPG infrastructure expenditure, then public expenditure on infrastructure was 2.6%. In order to reach the stated Vision 2030 goal of 10% of the GDP by 2030, public expenditure on infrastructure in Mpumalanga should increase by at least 14.6% per annum until 2030.

The economic industries are classified according to the International Standard Industrial Classification of all Economic Activities (ISIC). This classification system, employed by Statistics South Africa, groups together economic activities that are closely related. Statistical information is then collected and classified according to the categories of economic activities, which are as homogenous as possible.

Figure 8: Mpumalanga's contribution to South Africa's industries (constant 2010 prices), 1995-2018



Sources: Statistics South Africa – GDP, 2020

Figure 8 above depicts the contribution of each of the economic industries in Mpumalanga, to the corresponding national industry between 1995 and 2018. It is estimated that in 2018, the Province was a substantial role-player in the national mining and utilities (mainly electricity) industries, with respective shares of 22.9% and 15.3%. However, it is noticeable that the contribution by the agriculture, mining, manufacturing and utilities industries increased between 1995 and 2018, whereas the other industries' contribution to the national figure remained either unchanged or declined.

Contribution to the Provincial economy

In 2018, the primary sector in Mpumalanga contributed 28.9%, the secondary sector 21.4% whereas the tertiary sector contributed 49.7% to the Provincial GDP. Although the economy depended less on the primary sector in 2018 than in 1995 During the second quarter of 2020, the South African economy contracted by 51.0% mainly because of the COVID-19 lockdown and the Mpumalanga economy by 57.0% (Figure 7). When one considers the year-on-year⁷ (y-on-y) GDP growth, the South African economy contracted by 17.2% in the second quarter of 2020 and the Mpumalanga economy contracted by 20.9% (Figure 31). Where the q-on-q calculation provides a better indication of short-term changes and turning points, the y-on-y calculation shows less volatility caused by single events and produces a better indication of the evolving long-term trend.

The impact of the COVID-19 lockdown was the most devastating shock for the South African economy since the 1929 depression. The real GDP at market prices for the first six months of 2020 in South Africa and Mpumalanga contracted by 8.7% and 11.0%, respectively, when compared with the first six months of 2019. The difference between the growth rates of South Africa and Mpumalanga can be attributed to the structural differences between the national and provincial economies.

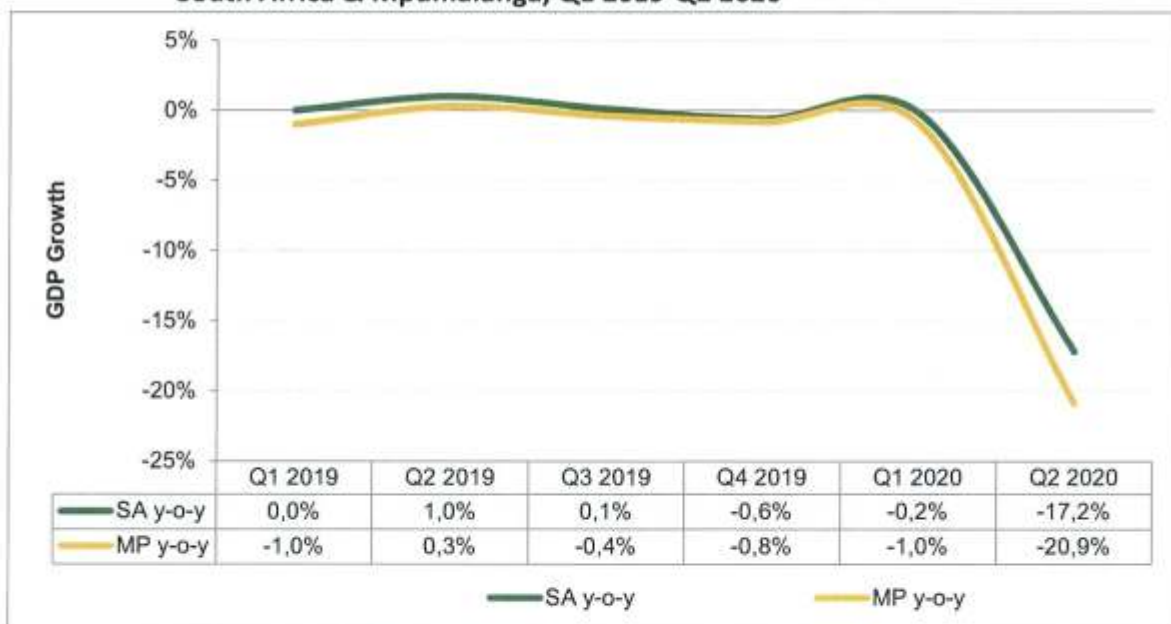
⁷ Y-on-y analysis compares the metrics from one period of one year (i.e. Q2 2020) to the same period of a previous year (i.e. Q2 2109).

Figure 7: Q-on-q GDP at market prices growth (constant 2010 prices seasonally adjusted and annualised) in South Africa & Mpumalanga, Q1 2019-Q2 2020



Sources: *Statistics South Africa – GDP, 2020*
Economic Analysis Structural Model, 2020

Figure 8: Y-on-y GDP at market prices growth (constant 2010 prices seasonally adjusted) in South Africa & Mpumalanga, Q1 2019-Q2 2020



Sources: *Statistics South Africa – GDP, 2020 & Economic Analysis Structural Model, 2020*

Eight of Mpumalanga's nine industries declined in the second quarter of 2020, whether one calculates the q-on-q or y-on-y growth figures. The largest subtractors to growth in GDP in the second quarter 2020 were mining, manufacturing and trade. The only positive contributors to growth in GDP in the second quarter of 2020 was agriculture. Mining, manufacturing, utilities, construction and trade are in recession after registering two, or more, consecutive quarters of negative growth.

The Minister of Finance has put forward a package of reforms to address macroeconomic imbalances and boost long-run growth as the COVID-19 crisis eases. The recovery package is intended to contribute to the speed at which South Africa can emerge from the crisis and improve the capacity of the economy to deliver sustainable inclusive growth and job creation. While increasing investment in public infrastructure will be a key part of this package, policy reforms that improve business confidence will also need to play a part by driving private sector infrastructure investment.

Infrastructure investment is an important signal that investment and expansion is happening. The Department of Public Works has developed and will be applying a new methodology known as the Sustainable Infrastructure Development System (SIDS) to guide the country's infrastructure development agenda. There are a number of SIDS pipeline projects identified in Mpumalanga: three agriculture and agro-processing projects; one transport project; seven energy project; 4 human settlements projects, and two water and sanitation projects.

8.2.3.4 Gross Domestic Product per capita

The Gross Domestic Product (GDP) per capita is often considered an indicator of a region's standard of living, on the rationale that all citizens would benefit from the region's increased economic production. The Mpumalanga Vision 2030 states that the GDP per capita, expressed in constant prices, must increase from an estimated R51 100 in 2010 to R110 000 by 2030. In 2018, the Provincial GDP per capita was, however, lower than in 2010 with an estimated R50 300. Sustained annual average GDP growth of more than 5% should, thus, be achieved in order to reach the set target of R110 000 by 2030.

8.2.3.5 Fixed Investment

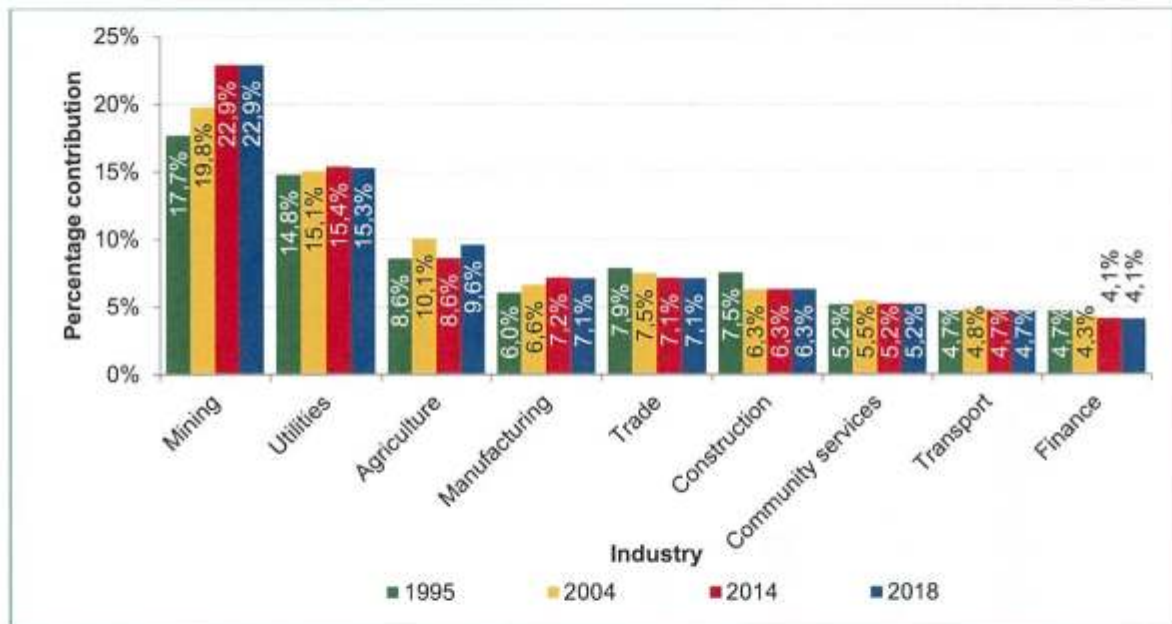
Investment in infrastructure builds economic capacity and enhances competitiveness, while contributing to the quality of life of poor people. In 2019, the gross domestic fixed investment (GDFI) in Mpumalanga amounted to R54.9 billion which was equal to 9.1% of total GDFI in South Africa. From 2010 to 2019, GDFI in South Africa grew on average by 1.5% per annum and by 1.9% annually in Mpumalanga. Between 2014 and 2019, GDFI in South Africa declined by 0.5% per annum and by 0.1% per annum in Mpumalanga.

According to the NDP, public infrastructure investment must be equal to 10% of GDP by 2030. In 2019, expenditure by the Mpumalanga Provincial Government (MPG) on infrastructure was equal to approximately 1.7% of provincial GDP. If the 2019 Municipal Infrastructure Grant (MIG) expenditure by municipalities is added to MPG infrastructure expenditure, then public expenditure on infrastructure was equal to 2.3%. In order to reach the stated goal of 10% of GDP by 2030 in Mpumalanga, public expenditure on infrastructure in Mpumalanga has to increase annually by at least 14.2% up to 2030.

8.2.3.6 Regional contribution

The economic industries are classified according to the International Standard Industrial Classification of all Economic Activities (ISIC). This classification system, employed by Statistics South Africa, groups together economic activities that are closely related. Statistical information is then collected and classified according to the categories of economic activities, which are as homogenous as possible.

Figure 9: Mpumalanga's contribution to South Africa's industries (constant 2010 prices), 1995-2018



Sources: Statistics South Africa – GDP, 2020

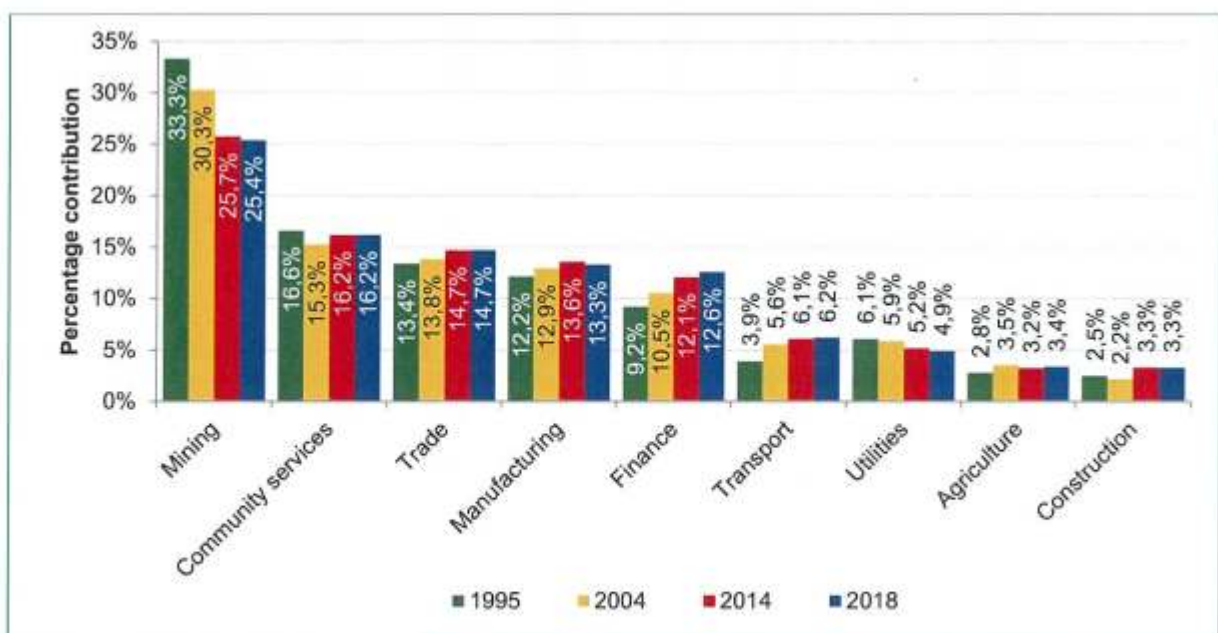
Figure 8 above depicts the contribution of each of the economic industries in Mpumalanga, to the corresponding national industry between 1995 and 2018. It is estimated that in 2018, the Province was a substantial role-player in the national mining and utilities (mainly electricity) industries, with respective shares of 22.9% and 15.3%. However, it is noticeable that the contribution by the agriculture, mining, manufacturing and utilities industries increased between 1995 and 2018, whereas the other industries' contribution to the national figure remained either unchanged or declined.

Contribution to the Provincial economy

In 2018, the primary sector in Mpumalanga contributed 28.9%, the secondary sector 21.4% whereas the tertiary sector contributed 49.7% to the Provincial GDP. Although the economy depended less on the primary sector in 2018 than in 1995 (36.1%), it continued to stand in contrast to the national primary sector's small contribution of 10.7% in 2018. The much smaller contribution by mining to the national economy (8.1% versus 25.4% in Mpumalanga) was the main reason for the difference in primary sector contribution. Nationally, the secondary sector added 19.6% and the tertiary sector added 69.7% in 2018, with finance (22.4%) being the largest single industry.

Figure 9 below displays the share of each economic industry in the Provincial economy between 1995 and 2018. It is estimated that in 2018, the three largest contributors to the Provincial economy were mining (25.4%), community services (16.2%) and trade (14.7%). The top three ranked sectors were unchanged from 1995, whilst mining contributed 33.3%, community services 16.6% and trade 13.4%.

Figure 10: Contribution to Mpumalanga GDP (constant 2010 prices) by industry, 1995-2018



Source: Statistics South Africa – GDP, 2020

Historic and forecast growth for the economic industries of Mpumalanga is presented in Table 10 below. Between 1995 and 2018, the industries with the fastest economic growth were estimated to be transport (4.3%), finance (3.6%) and construction (3.4%). Over the period 2019-2024, it is expected that trade (1.2%) and finance (0.4%) will be the only two (2) industries that will record the average annual growth per annum. The contraction of key industries, such as mining and community services, as well as the estimated steep decline of construction, are a real concern.

Figure 10 below illustrates the change in value by industry from 2014 to 2018. The real value of the eight (8) industries increased between 2014 and 2018, whereas only utilities decreased. The

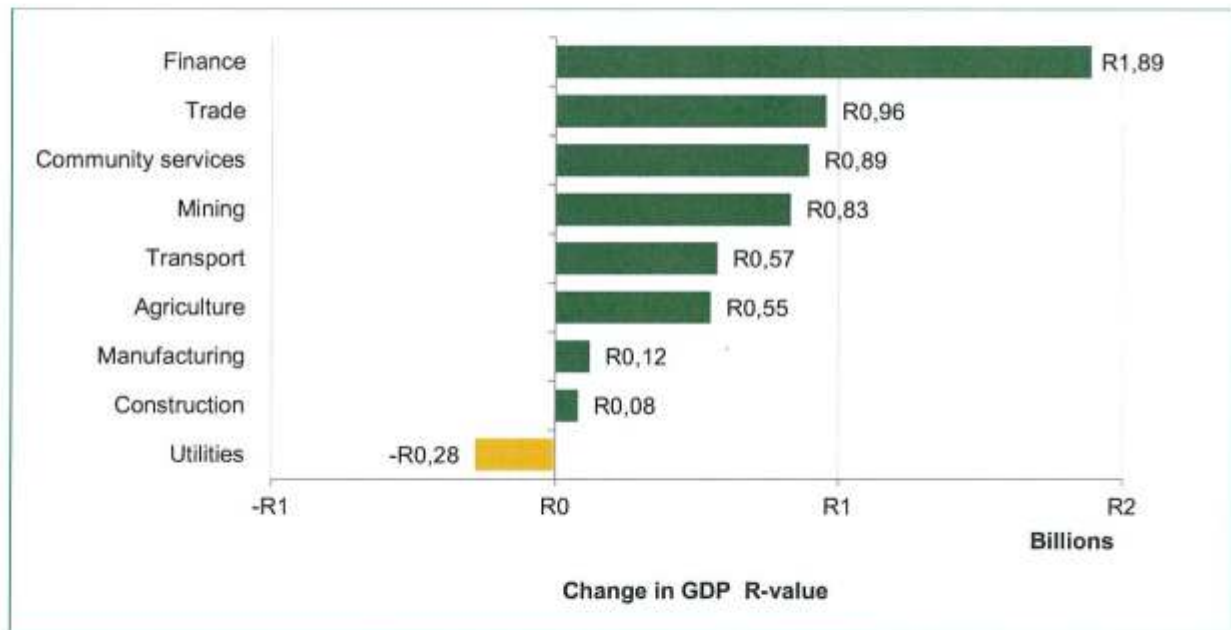
finance industry (R1.89 billion) registered the largest increase over the 4-year period, whilst the utilities industry recorded a decrease of R0.28 billion.

Table 10: Historic and forecasted GDP at basic prices (constant 2010 prices) growth rates for Mpumalanga's economic industries, 1995-2024

Industry	1995-2018	1995-1999	1999-2004	2004-2009	2009-2014	2014-2018	2019-2024
Agriculture	3.1%	11.0%	1.3%	1.1%	1.8%	2.0%	-0.2%
Mining	1.0%	2.1%	1.4%	-1.3%	2.7%	0.4%	-0.5%
Primary sector	1.2%	2.9%	1.4%	-1.0%	2.6%	0.6%	-0.5%
Manufacturing	2.6%	2.6%	4.2%	2.9%	2.8%	0.1%	-0.4%
Utilities	1.3%	1.3%	3.2%	1.7%	0.4%	-0.7%	-0.7%
Construction	3.4%	2.0%	0.7%	11.6%	2.0%	0.3%	-3.5%
Secondary sector	2.4%	2.2%	3.5%	3.6%	2.1%	0.0%	-0.9%
Trade	2.7%	3.5%	2.8%	3.8%	2.1%	0.8%	1.2%
Transport	4.3%	7.7%	6.1%	4.2%	2.4%	1.1%	-0.5%
Finance	3.6%	5.5%	3.4%	5.4%	2.2%	1.9%	0.4%
Community services	2.1%	1.6%	2.0%	3.4%	2.5%	0.7%	-1.7%
Tertiary sector	2.9%	3.6%	3.0%	4.1%	2.3%	1.1%	-0.2%
Total	2.2%	3.0%	2.4%	2.5%	2.4%	0.6%	-0.2%

Sources: Statistics South Africa – GDP, 2020 (Historic growth) | IHS Markit – ReX, June 2020 (Future growth)

Figure 11: Absolute change in GDP rand value (constant 2010 prices), 2014-2018



Source: Statistics South Africa – GDP, 2020

Table 11: Industry contribution to GDP at basic prices (constant 2010 prices) growth in Mpumalanga, 2018-2023

Industry	GDP share 2018	Forecasted industry growth 2019-2024	Estimated contribution to provincial economic growth 2019-2024
Agriculture	3.4%	2.0%	6.2%
Mining	25.4%	-0.2%	-4.6%
Manufacturing	13.3%	1.3%	15.6%
Utilities	4.9%	-0.7%	-3.1%
Construction	3.3%	0.3%	0.9%
Trade	14.7%	2.1%	28.0%
Transport	6.2%	2.4%	13.4%
Finance	12.6%	2.8%	32.0%
Community services	16.2%	0.8%	11.7%
Total	100.0%	1.3%	100.0%

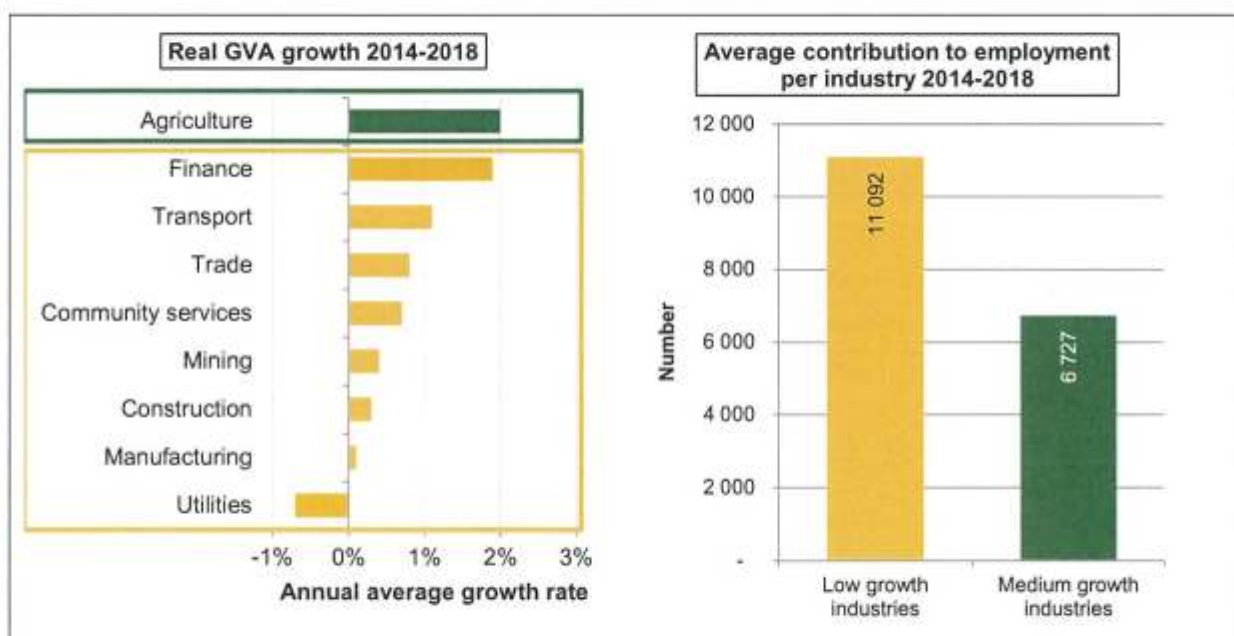
Sources: Statistics South Africa – GDP, 2020 and IHS Markit – ReX, June 2020

According to Table 11 above, trade (42.0%) and finance (12.1%) are expected to be the only two industries that will make a positive contribution to economic growth between 2019 and 2024, whilst all the other industries are forecast to contract averagely on an annual basis. Community services (-66.1%) and mining (30.5%) are expected to make the largest negative contributions over the 5-year period.

Performance and employment in the provincial economy

Figure 11 below depicts the real growth per industry over the period 2014 to 2018 (in the left-hand diagram), and the contribution to changes in employment numbers over the same period (in the right-hand diagram). Over the 4-year period, agriculture recorded the highest average annual growth rates, whereas utilities recorded the lowest. In 2018, some 95 463 more people were employed by the nine (9) industries in Mpumalanga than in 2014. In the right hand diagram, it is observable that the medium growth industry (economic growth above 2% per annum) recorded 6 727 more employees in 2018 than in 2014. The eight (8) low growth industries (economic growth of less than 2% per annum) recorded, on average, 11 092 more employees per industry.

Figure 12: Real GDP at basic prices (constant 2010 prices) growth & contribution to employment changes by industry, 2014-2018



Sources: Statistics South Africa – GDP, 2020 and Statistics South Africa – QLFS, 2020

Tourism analysis

Mpumalanga has a well-established and vibrant tourism industry. The most popular tourism region visited in Mpumalanga is the Kruger Lowveld Ehlanzeni region, which accounts for approximately 55% of the tourism GDP of the Province. The key tourist attraction in the Province include at least the following:

Table 12: Key natural tourist attractions and their spatial status within Mpumalanga

Resource	Description
Forests, mountains, waterfalls, special flora and wildlife	These resources are generally located in Ehlanzeni DM.
Kruger National Park	Kruger National Park is located in the Ehlanzeni DM and is very popular amongst international and domestic tourists.
Blyde River Canyon and Drakensberg Escarpment	Blyde River Canyon is the world's third largest "green canyon". There are many view points along the escarpment and includes famous attractions such as God's Window.
Lowveld Botanical Gardens	The Gardens are situated in the Mbombela LM and have several rare and indigenous wild flowers.
Makhonjwa Mountains and Blyde Mariepskop Complex	These sites have been nominated as a World Heritage Site and boast with 2 100 different species of fauna and flora.
Sudwala Caves	These caves are the world's oldest dolomite caves.
Echo Caves	The Echo Caves are situated in the Molopong Valley and are home to ancient San rock engravings.
Mapoch's Caves	The Mapoch's Caves are located near Roossenekal and served as a stronghold for local tribes for hundreds of years.
Chrissiesmeer	Chrissiesmeer is Southern Africa's largest natural freshwater lake district. It is located in the Gert Sibande municipal region. This lake district has 270 lakes and pans and attracts approximately 20 000 flamingos annually. The wetland also attracts 82 species of water birds as well as 170 other bird species.

Source: Economic Interventions of Mpumalanga

Table 13: Key historic and cultural tourist attractions and their spatial status within Mpumalanga

Resource	Description
Wakkerstroom	This wetland is also an important bird watching destination.
Cradle of Life	Situated on the outskirts of Badplaas, this World Heritage Site is the location where some of earth's earliest life forms have been discovered in the adjacent Barberton mountains. A new geo-trail is also located between Barberton and Bulembu.
Lion Cavern and Dumaneni in the Ngwenya Mountains	Lion Cavern and Dumaneni boast with the earliest recorded evidence of humanoid settlement. Large-scale mining of red ochre also occurs here.
Botshabelo Mission Station	An accessible site where San and Khoi-San cave paintings can be viewed.
Stone Ruins	The ruins are located at Legoya, near Ermelo and dates between 1 500 BC and colonial times. The origin of these ruins is unknown.
Fort Merensky	The fort, located near Middelburg, was built in the 1860s to provide refuge for Christian converts fleeing from their own communities.
Ruins of 19th century capital of the Ndzundza Ndebele Kingdom	Located at Erholweni near Roossenekal.
Historic towns and Anglo-Boer War sites	Emgwenya, Dullstroom, Entokozweni, Mashishing, Chrissiesmeer, Long Tom Pass, Bergendal, Emalahleni.
Former gold rush towns	Barberton, Kaapsehoop, Eureka and Pilgrim's Rest (Pilgrim's Rest has been declared a national monument).
Historic churches	St. Peter's Church in Sabie, Thaba Chweu LM.
Samora Machel Memorial	Located at the Mbuzini crash sites near Komatipoort.
Modern buildings	Provincial government and legislative building in Mbombela as well as the Mbombela Stadium built for the 2010 Soccer World Cup.
Ndebele museums and cultural villages	Kghodwana Cultural Village, Ndzundza Mabhoko Royal Kraal, Botshabelo Historical Village, Little Elephant/Ndlovu Encane Art and Craft Market.

Resource	Description
Shona Cultural Village	Located near Hazyview, this village has been built by local Shangaan people.

Source: Economic Interventions of Mpumalanga

The impact of COVID -19 Pandemic on the Tourism Sector and proposed future plans to recover from the current crisis

Tourism in South Africa and Mpumalanga has been thrown into crisis by the COVID-19 pandemic, putting thousands of businesses and jobs at risk. It is estimated that a total of 30 000 tourism jobs will be lost in the Province as a result of this pandemic. The sector has already seen a significant number of businesses both formal and informal closing down as a result of the COVID 19 pandemic.

The priority for the sector though is to resume operations as early as it is safe to do so, but re-opening will just be the start of a difficult recovery. The situation requires an urgent response, but also a recognition of the constraints that hamper tourism development. As a truly aspirational destination, combining powerful social justice history, breath-taking natural beauty, and warm, welcoming people, Mpumalanga's tourism potential is not limited to pre-crisis performance.

Mpumalanga Government together with the tourism sector has developed a Tourism Recovery Plan. The plan is advocating unequivocally for the earlier phased reopening of tourism sector before December 2020. The data driven plan has been presented to different government structures and finally approved by Provincial Cabinet. Parts of travel and tourism sector have been earmarked for return in Levels 2 and 1, depending on their risk profile and the spread of COVID 19 in South Africa.

However, we have already seen the inclusion of business travel and opening of accommodation for intra-provincial leisure visitors in Level 3 as a result of successful lobbying for earlier reopening of this critical sector. We are confident that we are in a position to reopen inbound market in a safe and healthy focused manner at least September.

The plan is to assist the tourism SMMEs to cope with the COVID 19 pandemic in the province. We will be partnering with the Seeza Tourism SMME Network Company to present the **#StayinBusiness – Business insight sessions (Webinars)**. The first event will start on the 8 August 2020 virtually through the zoom platform. We will also continue to keep the destination Mpumalanga in the minds of our key markets, through a virtual tours and marketing platforms. The Department will continue to diversify tourism products offering even during this period so that the tourism supply side keeps growing for future consumption. We will also activate tourism awareness campaigns during the month of September (Tourism Month). A number of activities have been developed in that regard.

The South African Tourism's Tourism Performance Report January – December 2018 reveals the following:

i. International Tourism

In 2018, Mpumalanga was the 4th most visited Province in terms of international tourist arrivals, with 1.6 million tourist arrivals. This Province maintained the 4th position it held in 2017. In terms of revenue generated by the sector, the Province generated an estimated R10.7 billion which resulted into the Province occupying the 3rd position in 2018. However, with regard to the 2017 results, the Province occupied the 6th position, in terms of revenue generation.

Table 14: Tourism statistics – per province

				
	International Tourist Arrivals	Spend (R Billions)	Bednights (Millions)	Length of Stay (Nights)
Gauteng	3.8Mn	R28.2Bn	40.3Mn	10.5
Western Cape	1.7Mn	R16.3Bn	23.3Mn	12.9
Limpopo	2.2Mn	R5.5Bn	7.9Mn	4.0
Mpumalanga	1.6Mn	R10.7Bn	15.4Mn	10.0
Free State	1.3Mn	R9.0Bn	12.8Mn	10.8
KwaZulu Natal	0.8Mn	R5.7Bn	8.1Mn	9.5
North West	0.7Mn	R3.1Bn	4.5Mn	6.9
Eastern Cape	0.4Mn	R3.5Bn	5.0Mn	9.9
Northern Cape	0.1Mn	R0.8Bn	0.2Mn	7.1

Source: South African Tourism Report, 2018

Main source markets, in order of importance in terms of arrivals include Mozambique, Eswatini, USA, Germany, UK, France, Netherlands, Australia, Lesotho and Brazil

Table 15: Major countries contributing to tourism numbers

	 Mozambique	 Eswatini	 USA	 Germany	 UK
2017	748 375	298 536	76 956	74 015	56 404
2018	724 129	303 119	84 544	78 346	58 958
% Growth	-3,2%	1,5%	9,9%	5,9%	4,5%

	 France	 Netherlands	 Australia	 Lesotho	 Brazil
2017	46 178	33 166	20 343	17 038	16 714
2018	51 943	34 854	22 199	18 721	18 102
% Growth	12,5%	5,1%	9,1%	9,9%	8,3%

Source: South African Tourism Report, 2018

It is important to note that arrivals are not necessarily the most important measure of success. The spend and hence financial contribution to the country's and province's GDP, is arguably more important. The average spend per visitor of the different international source markets and the change in this spend over time are listed below:

Table 16: Average spend per visitor

	2014	2015	2016	2017	2018
Africa	R5 100	R5 800	R5 200	R4 800	R4 600
Asia	R11 400	R13 500	R12 500	R15 800	R17 300
Australasia	R15 300	R17 300	R19 600	R20 200	R19 200
South America	R11 000	R17 400	R17 400	R16 000	R18 100
Europe	R14 300	R15 800	R17 700	R19 800	R19 800
Middle East	R11 500	R17 500	R19 800	R22 300	R25 100
North America	R13 800	R18 700	R19 900	R24 400	R22 900

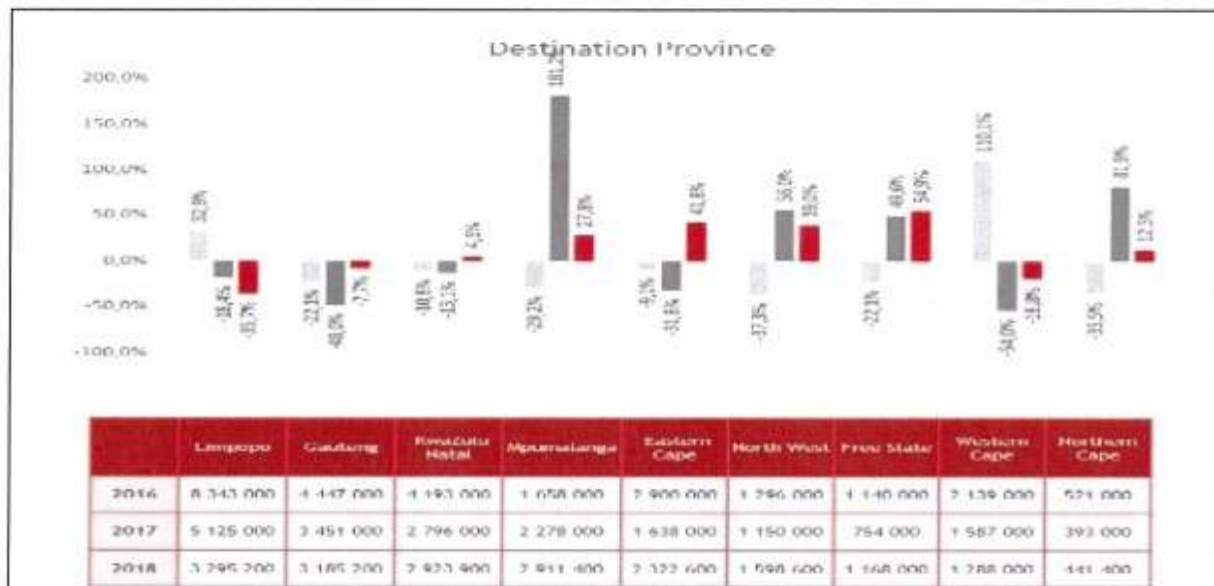
Source: South African Tourism Report, 2018

Three (3) of Mpumalanga's top ten source markets are found in Africa (which has the lowest average spend per visitor) and four (4) of the top ten (10) source markets are found in Europe (which has the third highest average spend per visitor). Mpumalanga's third highest arrival numbers emanate from the USA, which is also the highest average spend source market to South Africa. Australia is eighth in terms of arrivals to Mpumalanga, and only fifth in terms of average spend. Brazil, appearing for the first time as a top ten source market for the Province, is the fourth most important market in terms of average spend.

ii. Domestic Tourism

In 2018, Mpumalanga occupied fourth position (fourth position in 2017) in terms of number of domestic trips taken to the Province (2.911 million trips) after Limpopo, Gauteng and KwaZulu-Natal. The Province was the only province in South Africa that has shown two years of consistent growth in destination province trip numbers from 2016 – 2017 and from 2017 – 2018.

Figure 13: Domestic tourism



Source: South African Tourism Report, 2018

Interesting however, is the fact that the highest number of domestic trips to Mpumalanga are taken intra-provincially (see Table 17 below). In other words, out of the total 2.9 million domestic trips taken to Mpumalanga, 1.376 million of those trips are taken by Mpumalanga residents,

followed by Gauteng residents (861 042 trips) and Limpopo residents (136 693 trips). Again, the Province is the only province in South Africa that has shown two years of consistent growth in origin-province trip numbers from 2016-2017 and from 2017-2018 (see table below). This means that more Mpumalanga residents are travelling.

Table 17: Domestic tourist numbers by province

Source Province	Destination Province								
	2018								
	Eastern Cape	Free State	Gauteng	KwaZulu Natal	Limpopo	Mpumalanga	Northern Cape	North West	Western Cape
Eastern Cape	1 141 712	-	133 325	21 406	-	-	4 738	-	166 295
Free State	73 288	293 821	156 424	27 029	-	-	73 961	36 775	27 422
Gauteng	476 311	725 645	1 474 218	940 273	1 600 013	861 042	51 646	890 826	209 720
KwaZulu Natal	20 447	38 233	108 205	1 260 901	0	40 676	-	-	43 006
Limpopo	23 771	14 084	341 563	70 398	1 527 604	136 693	61 106	143 373	4 302
Mpumalanga	-	-	294 256	400 573	147 228	1 376 526	9 978	-	-
Northern Cape	-	16 821	14 955	-	-	-	122 237	3 269	52 537
North West	-	73 405	427 820	27 639	-	13 871	75 002	412 032	18 247
Western Cape	371 735	-	19 922	57 614	20 401	-	22 747	-	577 330

Source:

South African Tourism Report, 2018

8.2.4 Socio-economic Factors

8.2.4.1 Employment and Unemployment

South Africa's employment figure decreased from 16.375 million in the third quarter of 2019 to 14.691 million in the third quarter of 2020. In other words, the national economy lost 1.68 million jobs on an annual basis. The national economy recorded an unemployment rate (expanded definition) of 43.1% at the end of the third quarter of 2020, an increase of 4.6 percentage points from the third quarter of 2019 (38.5%). This was the highest recorded unemployment rate (expanded definition) for South Africa since the inception of the QLFS in 2008.

The provincial labour force of 2.1 million individuals was 63 143 less at the end of the third quarter 2020 than a year earlier (Table 18). The provincial employment figure was 1 160 944 at the end of the third quarter of 2020. Mpumalanga's employment number increased by 49 067 on a quarterly basis and decreased by 72 441 on an annual basis.

The number of unemployed people (expanded definition) in the province increased by 50 154 on a quarterly basis and by 9 297 on an annual basis. The unemployment rate (expanded definition) of the province deteriorated from 45.4% in the previous quarter to 45.6% in the third quarter of 2020. This was the highest recorded unemployment rate (expanded definition) for Mpumalanga since the inception of the QLFS with the previous high recorded in the previous quarter at 45.4%.

The labour force participation rate is the proportion of the working-age population that is either employed or unemployed. Mpumalanga's participation rate increased/improved to 71.1% at the end of the third quarter of 2020 from 68.1% in the previous quarter. Annually, it decreased by 3.2 percentage points. The absorption rate is the proportion of the working-age population that is employed. Mpumalanga's absorption rate increased/improved on a quarterly basis from 37.2% to 38.7% and on an annual basis the absorption rate decreased by 3.0 percentage points from 41.7% in the third quarter of 2019.

Table 18: Labour force profile (expanded definition) of Mpumalanga, 2019-2020

Indicator	Q3 2019	Q2 2020	Q3 2020	Q2 2020 to Q3 2020 changes	Year-on-year changes
Working age population (15-64 years)	2 957 744	2 990 483	3 001 466	10 983	43 722
Not economically active	759 453	954 556	866 318	-88 239	106 865
Labour Force/EAP	2 198 292	2 035 927	2 135 148	99 222	-63 143
Employment	1 233 385	1 111 877	1 160 944	49 067	-72 441
Unemployed	964 907	924 050	974 204	50 154	9 297
Rates	%	%	%	%	%
Unemployment rate (strict)	35.3	13.3	27.8	14.5	-7.5
Unemployment rate (expanded)	43.9	45.4	45.6	0.2	1.7
Labour force participation rate (EAP/pop)	74.3	68.1	71.1	3.0	-3.2
Absorption rate (employed/pop ratio)	41.7	37.2	38.7	1.5	-3.0

Source: Statistics South Africa – QLFS, 2020

Employment and job creation/losses

On a quarterly basis, the South African economy gained 542 654 jobs in the third quarter of 2020. Employment levels increased on a quarterly but decreased on annual basis in all the provinces. In the third quarter of 2020, the Mpumalanga economy gained 49 067 jobs, the fifth lowest/highest gain among the provinces.

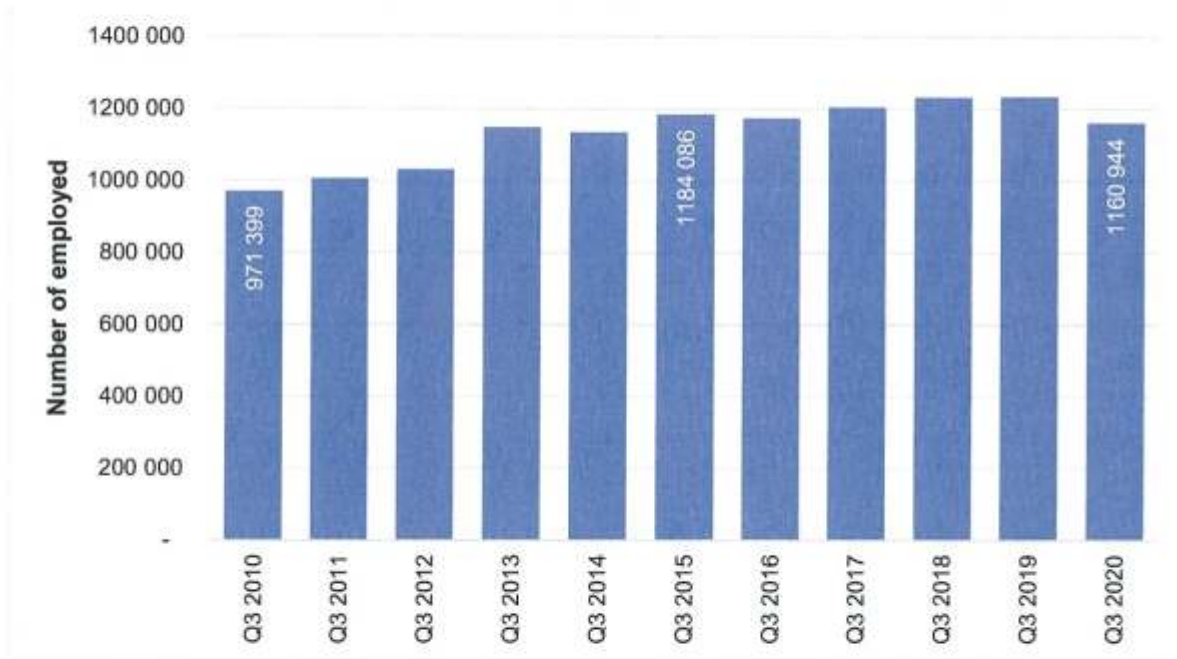
On an annual basis, the South African economy recorded job losses of 1.684 million jobs. Significant job losses were observed in Gauteng (-554 503), KwaZulu-Natal (-285 220) and Western Cape (-277 438). Mpumalanga shed 72 441 jobs over the 1-year period, the fourth lowest number of provincial job losses in the country. The lowest job losses occurred in North West (-29 255) and Northern Cape (-34 850).

Employment in Mpumalanga represented 7.9% of the South African employment number at the end of the third quarter 2020. Table 3 shows that on a quarterly basis, Mpumalanga's employment increased by 4.4% in the third quarter of 2020. On an annual basis, employment decreased by 5.9% in Mpumalanga, whereas the national number decreased by 10.3%. The largest decreases were recorded in Eastern Cape (-13.5%) and Limpopo (-11.8%) whilst the lowest was recorded in North West (-3.0%).

In the third quarter of 2010, Mpumalanga's employment levels were recorded at 971 399 and it increased to 1 160 944 in the third quarter of 2020 (Figure 13). Mpumalanga's employment therefore increased only by 189 545 in the 10-year period. The average annual job gain during the period was equal to 18 954 jobs, which was less than one fifth of the annual provincial job creation target. Nationally, Mpumalanga experienced the second lowest job losses over the 10-year period.

The province shed 23 142 jobs between the third quarter of 2015 and the third quarter of 2020. The average annual job losses was 4 628 over the 5-year period. Employment numbers declined in all nine provinces over the 5-year period.

Figure 13: Change in employment in Mpumalanga, Q3 2010 – Q3 2020

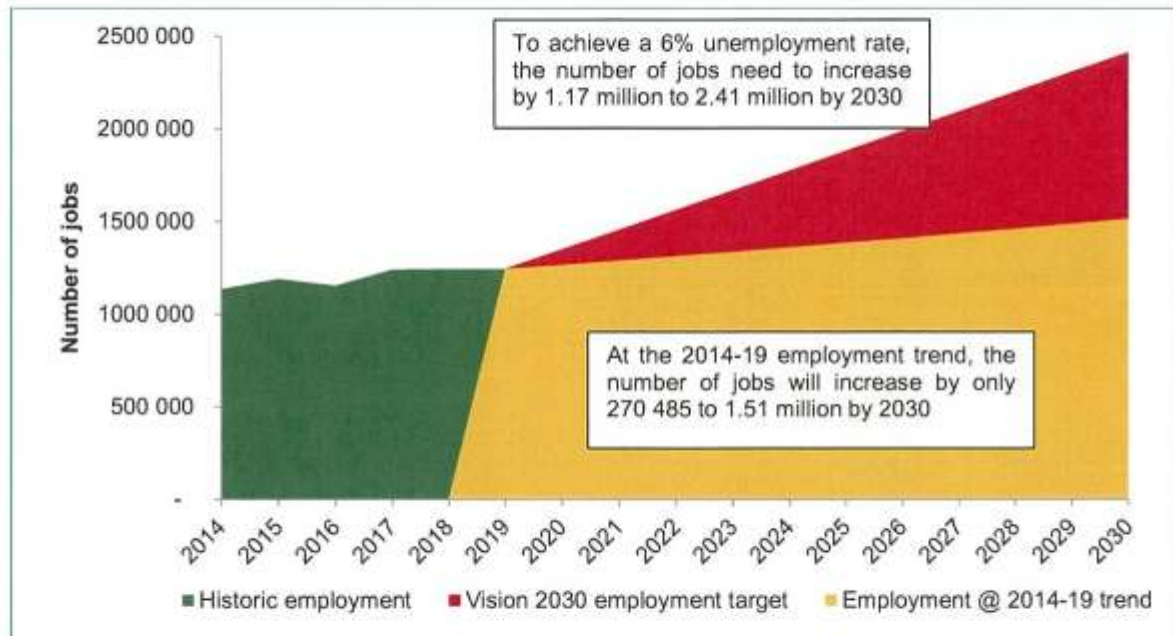


Source: Statistics South Africa – QLFS, 2020

The NDP targets a decline in the national unemployment rate to 14.0% by 2020 and 6.0% by 2030. Similarly, the Provincial Vision 2030 targets a decline in the provincial unemployment rate to 15.0% by 2020 and 6.0% by 2030. In order to reach the unemployment rate target by 2030, it was calculated in 2013 that some 1.1 million new, sustainable jobs have to be created between 2013 and 2030. A recalculation based on the fourth quarter 2019 employment data was done in 2020. The result of the recalculation was that approximately 1.17 million sustainable jobs must still be created between 2020 and 2030 to reach the desired unemployment rate.

The updated number of 1.17 million jobs equates to more or less 106 266 jobs per annum or an annual average employment growth of 6.2% per annum. Figure 14 depicts historical employment numbers and required employment growth in Mpumalanga. It is evident from the illustration that employment growth of 1.8% per annum – the average annual employment growth between 2014 and 2019 – will not be sufficient to reach the employment target of 2.41 million jobs by 2030.

Figure 144: Mpumalanga employment numbers and employment target, 2014-2030



Source: Statistics South Africa – QLFS, 2020

Table 19 summarises the performance in employment by industry in Mpumalanga between the third quarter 2010 and the third quarter 2020. Over the 10-year period, most employment industries recorded job gains with the exception of construction, whilst over the 5-year period only five industries recorded job gains. Over the last 12 months, agriculture and transport were the only industries that gained jobs. On an annual basis, the overall job gains totalled 95 745 and the overall job losses 23 630.

The province achieved an employment growth of 1.8% per annum over the 10-year period as well as job declines of 0.4% and 5.9% over the 5-year and 1-year periods, respectively. The growth rates in all three periods compared dismally with the required growth rate of 6.2% per annum to reach an unemployment rate of 6.0% by 2030. Over the 10-year period, finance achieved the fastest employment growth of 4.3% per annum and construction registered a decline 1.3% per annum. The agriculture industry (3.9% per annum) recorded the highest growth over the 5-year period, whereas construction (-7.6% per annum) registered the largest annual job decline in percentage terms. Over the past 12 months, agriculture achieved the fastest employment growth

of 19.3%, whilst construction (-34.7%) again recorded the largest annual job decline in percentage terms.

Table 19: Changes in employment by industry in Mpumalanga, 2010-2020

Industry	Employment number Q3 2020	10-year growth in		5-year growth in:		1-year growth in:	
		Number	Average annual %	Number	Average annual %	Number	Average annual %
Agriculture ⁸	116 546	38 496	4.1%	20 075	3.9%	18 846	19.3%
Mining ⁹	65 186	91	0.0%	7 169	2.4%	-12 417	-16.0%
Manufacturing ¹⁰	91 024	7 376	0.8%	-23 639	-4.5%	-12 900	-12.4%
Utilities ¹¹	25 381	4 067	1.8%	-1 459	-1.1%	-163	-0.6%
Construction ¹²	69 767	-9 418	-1.3%	-33 774	-7.6%	-37 001	-34.7%
Trade ¹³	249 785	14 660	0.6%	12 929	1.1%	-6 331	-2.5%
Transport ¹⁴	67 134	22 225	4.1%	7 960	2.6%	4 621	7.4%
Finance ¹⁵	145 276	50 068	4.3%	16 483	2.4%	-12 651	-8.0%
Community services ¹⁶	236 478	50 033	2.4%	-20 623	-1.7%	-2 882	-1.2%
Private households	94 367	11 947	1.4%	-8 262	-1.7%	-11 563	-10.9%
Total	1 160 944	189 545	1.8%	-23 142	-0.4%	-72 441	-5.9%

Source: Statistics South Africa – QLFS, 2020

Figure 14 displays the contribution by each industry to total employment in the province in the respective third quarters of 2019 and 2020. In the third quarter of 2020, trade (21.5%), community services (20.4%), finance (12.5%) and agriculture (10.0%) made the largest contributions to employment in the province. The shares of agriculture, community services, trade, transport and utilities increased between the third quarter of 2019 and 2020, whereas the other five industries recorded lower contributions.

⁸ ISIC detailed description = Agriculture, forestry and fishing

⁹ ISIC detailed description = Mining and quarrying

¹⁰ ISIC detailed description = Manufacturing

¹¹ ISIC detailed description = Electricity, gas and water

¹² ISIC detailed description = Construction

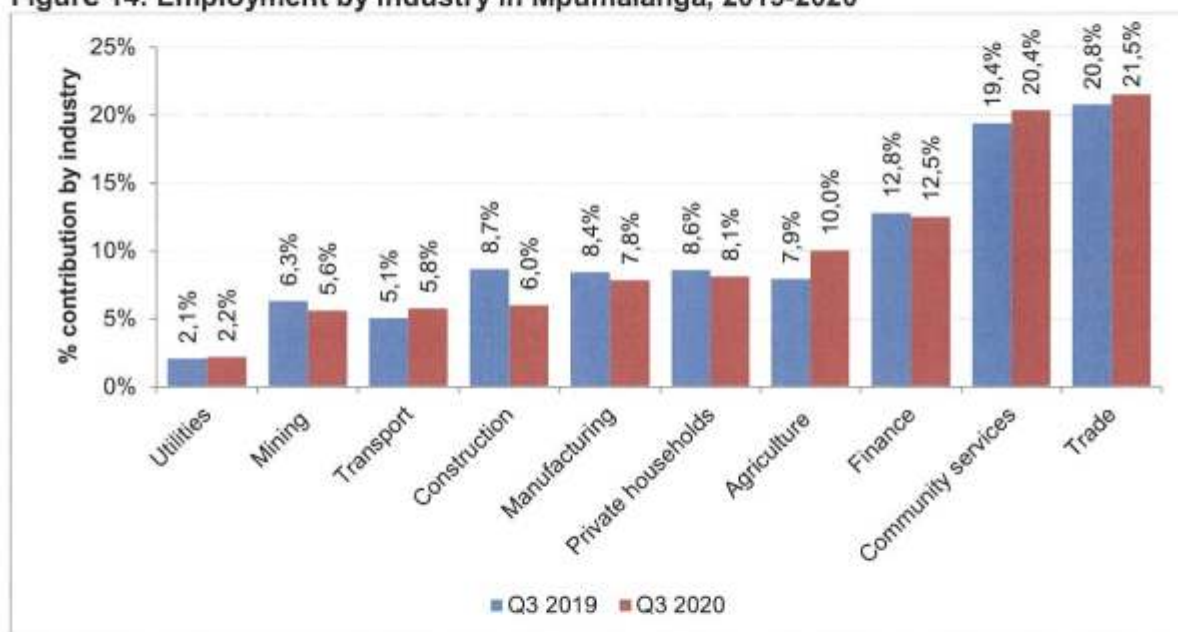
¹³ ISIC detailed description = Wholesale and retail trade, catering and accommodation

¹⁴ ISIC detailed description = Transportation, storage and communication

¹⁵ ISIC detailed description = Finance, insurance, real estate and business services

¹⁶ ISIC detailed description = Community, health and personal services

Figure 14: Employment by industry in Mpumalanga, 2019-2020



Source: Statistics South Africa – QLFS, 2020

Occupational profile

The occupational profile is an indicator of the quality of the labour force. It provides information on the proficiency levels and assists in identifying the shortage of skills in the economy, by matching the demand for labour with its relative supply.

The occupational profile was skewed towards semi-skilled and unskilled occupations in both years. The share of skilled occupations (managers, professionals and technicians) increased from 15.7% in 2019 to 17.5% in 2020. The share of semi-skilled occupations decreased from 52.3% to 50.0% over the period under review. The combined share of elementary occupations and domestic workers (unskilled occupations) was 32.6% at the end of the third quarter 2020, up from the 32.1% share of one year earlier.

Employment by gender and age

More males than females were employed in Mpumalanga with a share of 56.8% at the end of the third quarter 2020. Over the past year, the male employment numbers decreased to 659 630, a decline of 69 290. In comparison, female employment numbers decreased by only 3 151 to

501 314 and therefore recorded a larger share at the end of the third quarter 2020 (43.2%) than a year earlier (40.9%).

At the end of the third quarter 2020, adults (35-64 years) held the majority of jobs in Mpumalanga. Adult employment numbers decreased by 24 534 from the end of the third quarter 2019 and the share increased from 61.3% to 63.0%. The main reason for the increase in adult share, is that youth (15-34 years) employment numbers decreased by 47 907, thus leaving the youth share lower on 37.0% at the end of the third quarter 2020.

Educational profile of employed

At the end of the third quarter of 2020, some 35.2% of the employed in Mpumalanga indicated that they have completed their secondary education. At the end of the third quarter 2019, this figure was lower at 32.1%. At the end of the third quarter 2020, those that have not completed their secondary education made up 32.1%, whereas 19.3% of the employed completed some post matric education. At the end of the third quarter 2019, slightly more of the employed indicated that they have obtained a qualification higher than matric (19.5%). It is apparent that in total, 12.7% of the employed have not completed any level of schooling higher than primary at the end of the third quarter 2020.

Unemployment

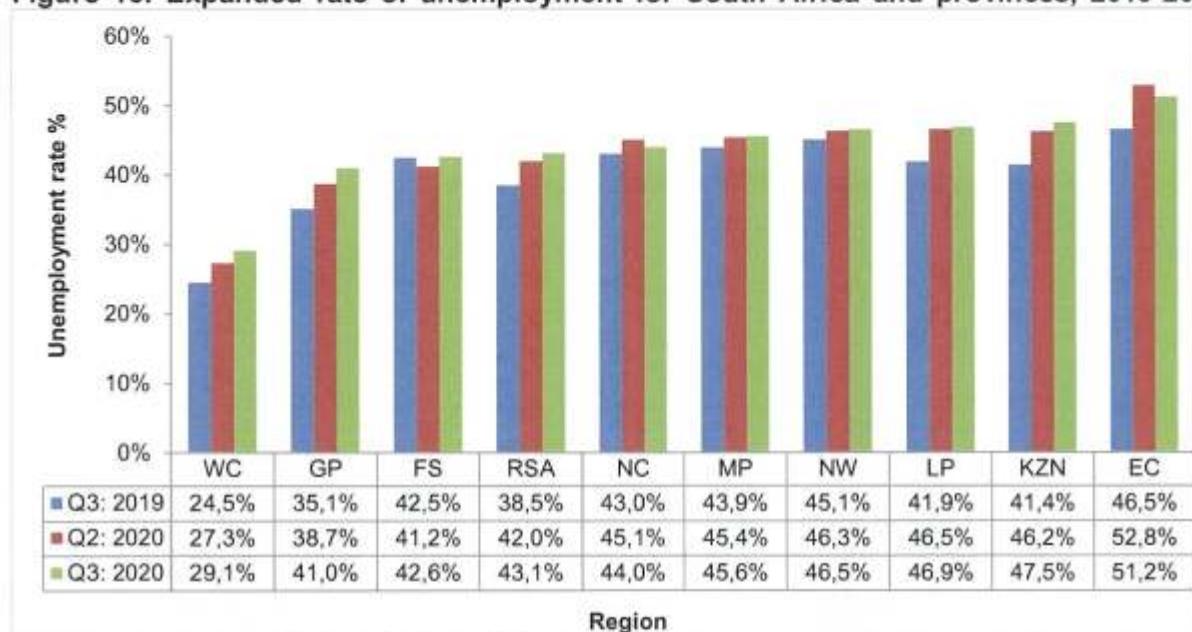
The expanded unemployment rate takes into account everybody who was available for work even if they did not search for work. It does however, not only include the discouraged work-seekers. In essence, it includes all persons who are unemployed according to the official definition plus the part of the inactive population (according to official definition) who indicated that they were available for work but have other reasons for not searching.

Figure 15 shows that South Africa's unemployment rate in terms of the expanded definition increased to 43.1% in the third quarter of 2020. Mpumalanga's expanded unemployment rate increased to 45.6% in the third quarter of 2020 from 45.4% in the second quarter of 2020. On an annual basis, the provincial expanded unemployment rate increased by 1.7 percentage points. This is the highest that the expanded unemployment rate has been in Mpumalanga since the inception of the QLFS.

Mpumalanga (45.6%) registered the fifth lowest/highest expanded unemployment rate in the third quarter of 2020 with Eastern Cape registering the highest rate at 51.2% and Western Cape (29.1%) the lowest. On an annual basis, all the provinces registered an increase in the expanded unemployment rate.

At the end of the third quarter 2020, the expanded unemployment rate of males (40.5%) was lower than the female unemployment rate of 51.2%. The expanded unemployment rate of youth of working age (15-34 years) was 58.7%, whilst the unemployment rate of adults (35-64 years) was 33.2%. At 64.9%, the female youth unemployment rate was considerably higher than the male youth unemployment rate of 53.1%. The unemployment rate of the 18-24 year age cohort was 72.0% at the end of the third quarter 2020 and the 18-24 year old female unemployment rate was 76.4%.

Figure 15: Expanded rate of unemployment for South Africa and provinces, 2019-2020



Source: Statistics South Africa – QLFS, 2020

Unemployed by gender and age

Figure 16 displays the expanded unemployment numbers by gender and age for the third quarters of 2019 and 2020, respectively. At the end of the third quarter 2020, females contributed 53.9% to the number of unemployed and males 46.1%. This was higher than twelve months earlier when

females contributed 52.9%. The youth added 62.7% to the total number of unemployed in the province, which was lower than the share at the end of the third quarter 2019 (64.5%).

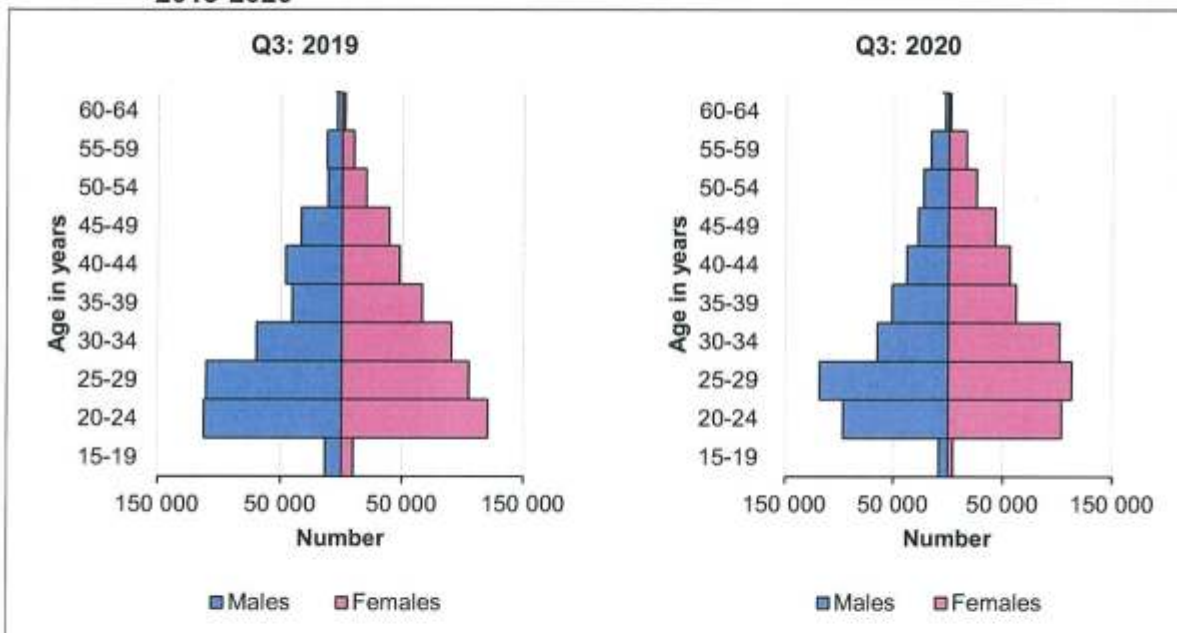
Educational profile of unemployed

At the end of the third quarter 2020, some 43.9% of the unemployed in Mpumalanga indicated that they have not completed their secondary education. It is apparent from Figure 17 that 8.1% unemployed has not completed any level higher than primary education at the end of the third quarter 2020. Particularly worrying is the fact that 40.5% of the unemployed completed secondary education and 6.7% a qualification higher than matric.

Those not in employment and not in education

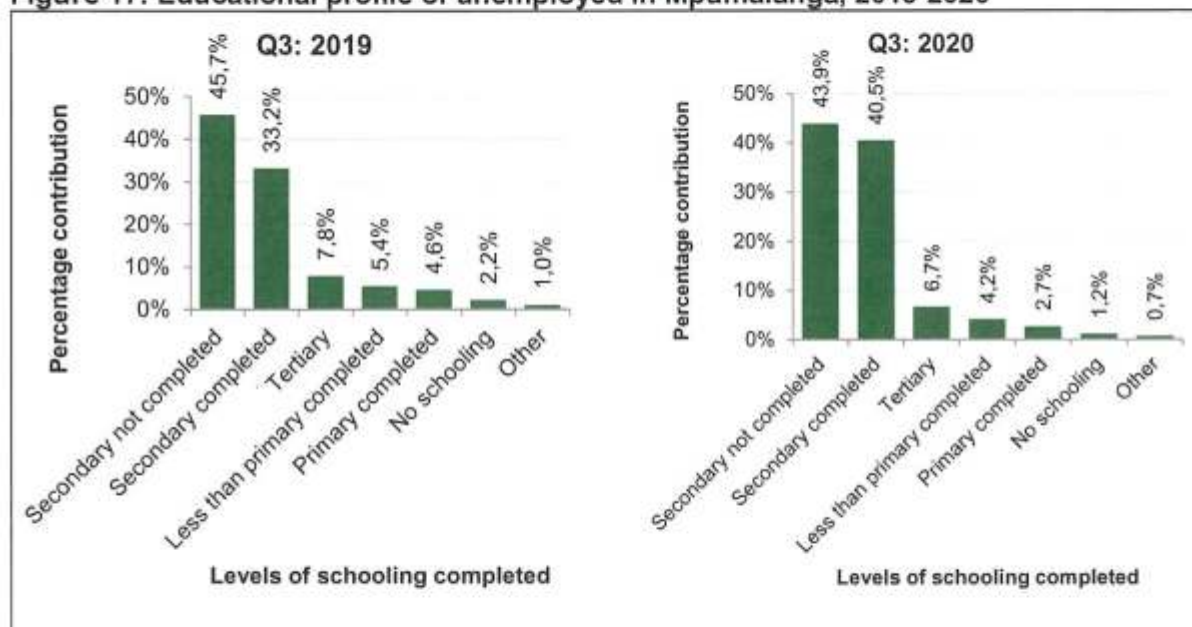
There is an increasing interest in the challenges faced by non-participating people in the labour market. This resulted in a demand for more data/information on the dynamics of the labour force of those not in employment and education. This category is considered to be disengaged from both employment and education.

Figure 16: Mpumalanga's expanded unemployed by gender and age group (15-64 years), 2019-2020



Source: Statistics South Africa – QLFS, 2020

Figure 17: Educational profile of unemployed in Mpumalanga, 2019-2020



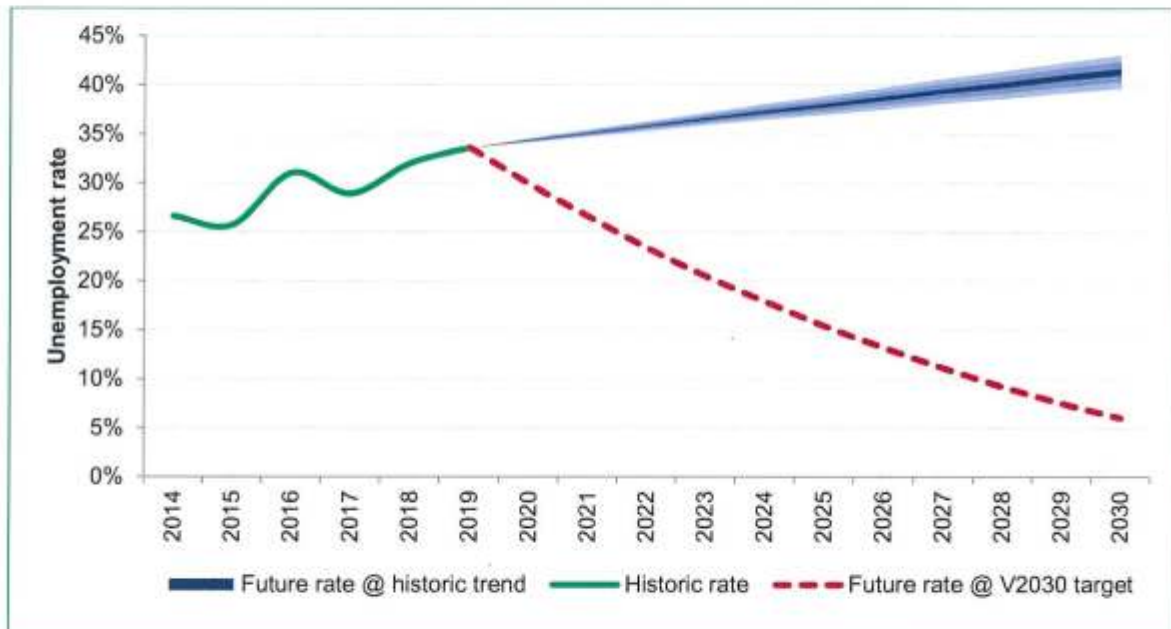
Source: Statistics South Africa – QLFS, 2020

It was recorded that 17.8 million (45.5%) of the 39.0 million South Africans aged 15 to 64 years were not in employment and not in education in the third quarter of 2020. Northern Cape (50.6%) registered the highest/worst ratio in this regard, while Western Cape (38.8%) registered the lowest/best ratio among the provinces.

In the third quarter of 2020, Mpumalanga recorded a ratio of 43.4% not in employment and education, which was lower than the 52.4% recorded in the second quarter of 2020. The share of those not in employment and education increased by 1.2 percentage points on an annual basis from 42.2% in the third quarter of 2019. This is a further setback to the provincial economy whose labour force was already not sufficiently educated and skilled to participate in a modern economy before lockdown and are now even less so.

The Mpumalanga Vision 2030 target unemployment rate for Mpumalanga is 6% by 2030. A significant unemployment rate sub-target is a reduction to 20.0% by 2024. If 1.17 million jobs are to be created up to 2030, the unemployment rate should, in all probability, drop to 6% as is displayed in Figure 18. If jobs, however, are to be created in a similar fashion than over the past 5 years, the unemployment rate should in all probability, be considerably higher than the current rate by 2030.

Figure 15: Mpumalanga's unemployment rate target, 2014-2030



Source: Statistics South Africa – QLFS, 2020 & calculations based thereon

8.2.4.2 Poverty and Inequality

Gini-coefficient

The Gini-coefficient is one of the most commonly used measures of income inequality. The Gini-coefficient is derived from the Lorenz curve, which is a graphical depiction of income distribution. The Lorenz curve is a graphical presentation of the relationship between the cumulative percentage of income and the cumulative percentage of population. The coefficient varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income).

South Africa has one of the highest imbalanced income distributions in the world. The national Gini-coefficient was calculated to be 0.63 in 2019 (Table 20). Despite improving (declining) from a level of 0.65 in 2004, the most recent national level still reflects a more unequal income distribution than was the case in 1996.

The provincial income distribution followed the national trend and was still more unequal in 2019 than in 1996, however, in 2019 (0.60) it was lower/better than the 2004 level of 0.64. Among the provinces, Mpumalanga (0.60) registered the second lowest level of income inequality in 2019, with Limpopo on 0.59, the lowest income inequality and KwaZulu-Natal (0.63) the most unequal. In 2019, all three districts registered Gini-coefficients of 0.60, which indicates higher inequality than in 1996.

Table 20: Gini-coefficient for South Africa, Mpumalanga & districts, 1996-2019

Region	1996	1999	2004	2009	2014	2019
South Africa	0.61	0.65	0.65	0.64	0.63	0.63 ¹⁷
Mpumalanga	0.59	0.63	0.64	0.62	0.61	0.60 ¹⁸
Gert Sibande	0.59	0.64	0.64	0.62	0.61	0.60
Nkangala	0.58	0.62	0.63	0.61	0.60	0.60
Ehlanzeni	0.58	0.63	0.63	0.61	0.60	0.60

Source: IHS Markit – ReX, July 2020

Impact of COVID-19 on Gini-coefficient

The United Nations Development Programme (UNDP) published a socio-economic impact assessment study called *COVID-19 South Africa*. The study found that poorer households are more negatively affected by the pandemic than richer households are. Poorer households are affected more through unskilled labour and wage reductions. Income inequality, therefore, as measured by the Gini-coefficient is expected to increase/worsen by 0.16 in the optimistic scenario and 0.23 in the pessimistic scenario.

Share of income

The NDP targets that the poorest 40% of households in South Africa must earn at least 10% of total income by 2030. In practise, one is able to calculate that the poorest 40% of households in Mpumalanga earned 7.8% of income in 2019 (Table 15). This was higher/better than the national figure of 6.7% for 2019 and equal to the 7.8% share achieved in 2014. Among the provinces,

¹⁷ Comparable with national Gini-coefficient of 0.65 in 2015 - Statistics SA, 2019, *Inequality Trends in South Africa*.

¹⁸ Comparable with Mpumalanga Gini-coefficient of 0.62 in 2015 - Statistics SA, 2019, *Inequality Trends in South Africa*.

Mpumalanga registered the second highest share behind Limpopo (8.9%) in first place. In 2019, Ehlanzeni registered the highest share of income by the poorest 40% in Mpumalanga (8.2%), whereas the poorest 40% in Nkangala recorded a share of 7.5%.

Poverty lines

In 2012, Statistics South Africa published a set of three national poverty lines based on expenditure data collected. The three lines were described as the food poverty line (FPL¹⁹), lower-bound poverty line (LBPL²⁰) and upper-bound poverty line (UBPL²¹). The NDP refers to the LBPL when it states that the proportion of citizens in poverty must reduce to zero by 2030.

It is evident from Table 21 that the share of South Africa's population below the LBPL declined from 55.7% in 1996 to 44.1% in 2019. Mpumalanga's population share below the LBPL improved from 63.2% in 1996 to 47.3% in 2019. Although South Africa and Mpumalanga registered an improvement over the 23-year period, the share of population below the LBPL increased between 2014 and 2019.

Table 21: Share of population below the LBPL in South Africa & Mpumalanga, 1996-2019

Region	% of population					
	1996	1999	2004	2009	2014	2019
South Africa	55.7%	57.3%	52.4%	46.5%	38.5%	44.1%
Mpumalanga	63.2%	64.2%	59.1%	51.4%	41.7%	47.3%
Gert Sibande	60.6%	62.4%	57.8%	49.7%	39.9%	46.7%
Nkangala	56.6%	58.2%	53.7%	45.5%	36.2%	41.8%
Ehlanzeni	69.3%	69.5%	63.8%	56.8%	47.1%	52.0%

Source: IHS Markit – ReX, July 2020

In 2019, Mpumalanga's share below the LBPL was higher than the national figure and the sixth lowest/fourth highest among the nine provinces with Eastern Cape (54.3%) registering the highest

¹⁹ The level of consumption below which individuals are unable to purchase sufficient food to provide them with an adequate diet and amounted to R561 per capita per month in 2019.

²⁰ Includes expenditure on non-food items, but requires that individuals sacrifice food in order to obtain it and amounted to R810 per capita per month in 2019.

²¹ Includes expenditure on adequate food and non-food items and amounted to R1 227 per capita per month in 2019.

share and Western Cape (31.7%) the lowest. In 2019, Nkangala (41.8%) registered the lowest share of population below the LBPL and Ehlanzeni (52.0%) the highest. As with Mpumalanga, all three districts recorded a deterioration in the share below the LBPL between 2014 and 2019.

It is evident from Table 22 that the share of South Africa's population below the FPL declined from 32.4% in 1996 to 29.4% in 2019. Mpumalanga's population share below the FPL also improved from 36.9% in 1996 to 31.7% in 2019. As with the LBPL, South Africa, Mpumalanga and all other eight provinces registered a deterioration/increase between 2014 and 2019, despite showing improvement over the 23-year period.

Table 22: Share of population below the FPL in South Africa & Mpumalanga, 1996-2019

Region	% of population					
	1996	1999	2004	2009	2014	2019
South Africa	32.4%	36.2%	33.0%	32.0%	23.6%	29.4%
Mpumalanga	36.9%	41.0%	38.0%	35.9%	25.7%	31.7%
Gert Sibande	35.0%	39.8%	37.3%	34.6%	24.4%	31.3%
Nkangala	31.7%	35.6%	33.3%	30.9%	21.6%	27.2%
Ehlanzeni	41.6%	45.5%	41.9%	40.5%	29.7%	35.6%

Source: IHS Markit – ReX, July 2020

In 2019, Mpumalanga's share was higher than the national figure and the sixth lowest/fourth highest among the nine provinces with KwaZulu-Natal (38.0%) registering the highest share and Western Cape (19.0%) the lowest. In 2019, Nkangala (27.2%) registered the lowest share of population below the FPL and Ehlanzeni (35.6%) the highest. As with Mpumalanga, all three districts recorded a deterioration in the share below the FPL between 2014 and 2019.

The share of South Africa's population below the UBPL declined from 72.2% in 1996 to 59.2% in 2019 (Table 23). Mpumalanga's population share below the UBPL improved from 80.3% in 1996 to 62.7% in 2019. Similar to the findings of the LBPL and FPL, South Africa and all nine provinces recorded a deterioration/increase between 2014 and 2019, despite improvement when compared with 1996.

Table 23: Share of population below the UBPL in South Africa & Mpumalanga, 1996-2019

Region	% of population					
	1996	1999	2004	2009	2014	2019
South Africa	72.2%	72.2%	67.9%	61.9%	55.1%	59.2%
Mpumalanga	80.3%	79.3%	74.4%	67.4%	58.9%	62.7%
Gert Sibande	77.1%	76.9%	72.6%	65.6%	56.9%	61.9%
Nkangala	74.7%	74.3%	69.8%	61.8%	52.9%	57.1%
Ehlanzeni	86.0%	84.2%	79.0%	72.8%	64.9%	67.7%

Source: IHS Markit – ReX, July 2020

In 2019, Mpumalanga's share was higher than the national figure and the sixth lowest/fourth highest among the nine provinces with Limpopo (70.0%) registering the highest share and Gauteng (46.9%) the lowest. In 2019, Nkangala (57.1%) recorded the lowest share of population below the UBPL and Ehlanzeni (67.7%) the highest. As with Mpumalanga, all three districts registered a deterioration in the share below the UBPL between 2014 and 2019.

Impact of COVID-19 on poverty

A key finding of the UNDP socio-economic impact assessment study mentioned under the Gini coefficient, was that poverty levels (LBPL) in South Africa will increase by 0.45% (about 264 510 households) in the optimistic scenario and by 0.66% (about 387 948 households) in the pessimistic scenario in 2020. As the impact of the COVID-19 lockdown were felt in equal measures around South Africa, it is safe to assume that the poverty impact will be spread among the provinces in relation to its household share. Mpumalanga should therefore see between 20 400 and 29 900 more households below the LBPL in 2020.

The study further found:

- that 34% of households are likely to exit the middle class into vulnerability.
- The households whose employment type changes from permanent to contract employment have a 44% chance of falling into poverty (switching contract types from permanent to temporary is a coping mechanism for many businesses affected by COVID-19).
- A household that is pushed from permanent employment to informal work after the six-month

stimulus package is over will have a 54% chance of falling into poverty.

8.2.5 Technological Factors

There is increasing evidence of linkages between investment in electronic communications infrastructure and improvements in the economy. Though broadband impact studies vary on the exact contribution made to economic growth, there is enough evidence to support claims that increases in broadband penetration correlate with increases in GDP, new jobs, broadening of educational opportunities, enhanced public service delivery and rural development.

According to a study conducted by World Bank, with every 10% increase in broadband penetration, there is an increase in GDP growth of 1.38%. Other globally conducted studies suggest that for every 1%, increase in broadband penetration, and ICTs in high and medium income countries productivity grows by 0.13%. The 1% increase also and contributes to total employment growth between 0.14% and 5.32% depending on the industry. Furthermore, having Internet access has proved to generate 6% increase in foreign sales for manufacturing companies.

The hard evidence of the economic impact of ICTs is fairly recent. However, it is commonly accepted that ICT acts as an enabler of structural change in the economy as it affects the increasing number of sectors and activities. The evidence points to the fact that in order to achieve an important level of economic impact, broadband needs to reach high levels of penetration. The implication of this finding for developing countries, such as South Africa, where broadband penetration is low, is significant in that huge capital investment is required to increase supply and to stimulate the demand for broadband.

According to the International Telecommunications Union (ITU), the evidence of economic benefits of ICT generated so far fall into four areas, discussed below: (i) contribute to economic growth; (ii) impact on productivity and job creation; (iii) create consumer surplus; and (iv) impact on firm efficiency.

There is a proven correlation between ICT deployment and economic growth; hence the need for the Province and the Department to continue investing in ICT as an enabler for provincial economic growth over the MTSF period. Firstly, the deployment of broadband technology across enterprises improves productivity by facilitating the adoption of more efficient business processes (e.g. marketing, inventory optimisation, and streamlining of supply chain). Secondly, extensive deployment of broadband accelerates innovation by introducing new consumer

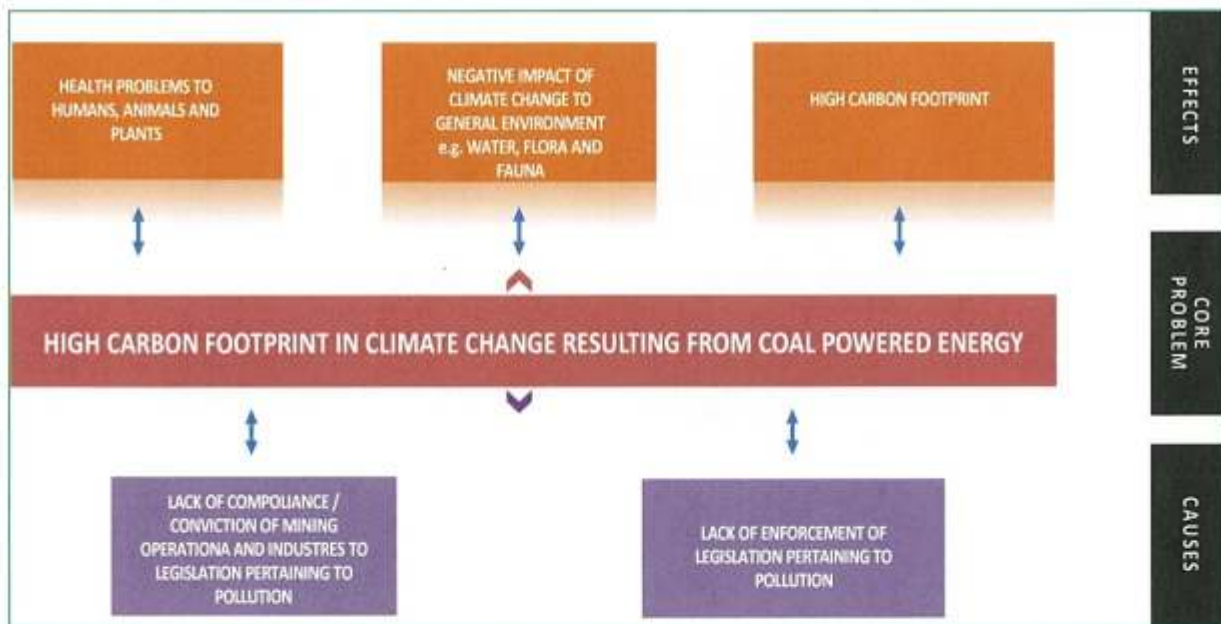
applications and services (e.g. e-commerce and financial intermediation). Thirdly, broadband leads to a more efficient functional deployment of enterprises by maximizing their reach to labour pools, access to raw materials, and consumers, (e.g., outsourcing of services, virtual call centres). Many studies measure the impact of ICT on economic growth on numerous aspects, ranging from its aggregate impact on GDP growth to the differential impact of broadband by industrial sector. ICT has become an important tool for e-education, e-health, e-commerce, e-government etc., and thereby revolutionising the delivery of education, tele-medicine, the delivery of services including utilities, and the way business is done.

8.2.6 External Environmental Diagnosis

The Department has used the Problem and Solution Tree methodology to conduct an external environmental evaluation and analysis. This section provides an overview of the problem and solution trees that has been identified, and the focal points that the Department need to address to ensure economic growth is sustained.

8.2.6.1 Problem and Solution Trees: Green Economy

Figure 16: Green Economy – Problem Tree



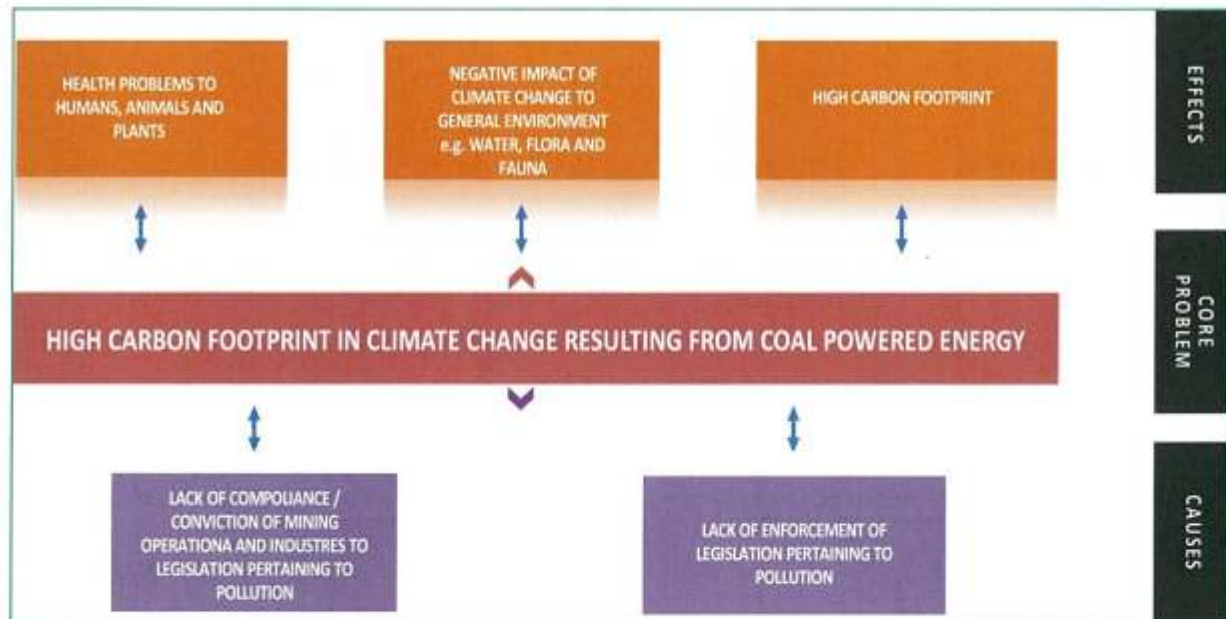
The identified interventions (listed below) would contribute towards addressing the causes that results in the core problem of a high carbon footprint, that contribute to client change resulting from coal powered energy:

- Implement measures to minimise the effect of climate change e.g. Bio energy sector;
- Enforce legislation pertaining to pollution control;
- Coordinate and implement recycling plants in the Province;
- Implement at the Mpumalanga Green Economic Plan; and
- Establish methods of treating waste water for re-use in different commercial uses.

The resultant Solution can be depicted as follows:

8.2.6.2 Problem and Solution Trees: Green Economy

Figure 17: Green Economy – Problem Tree

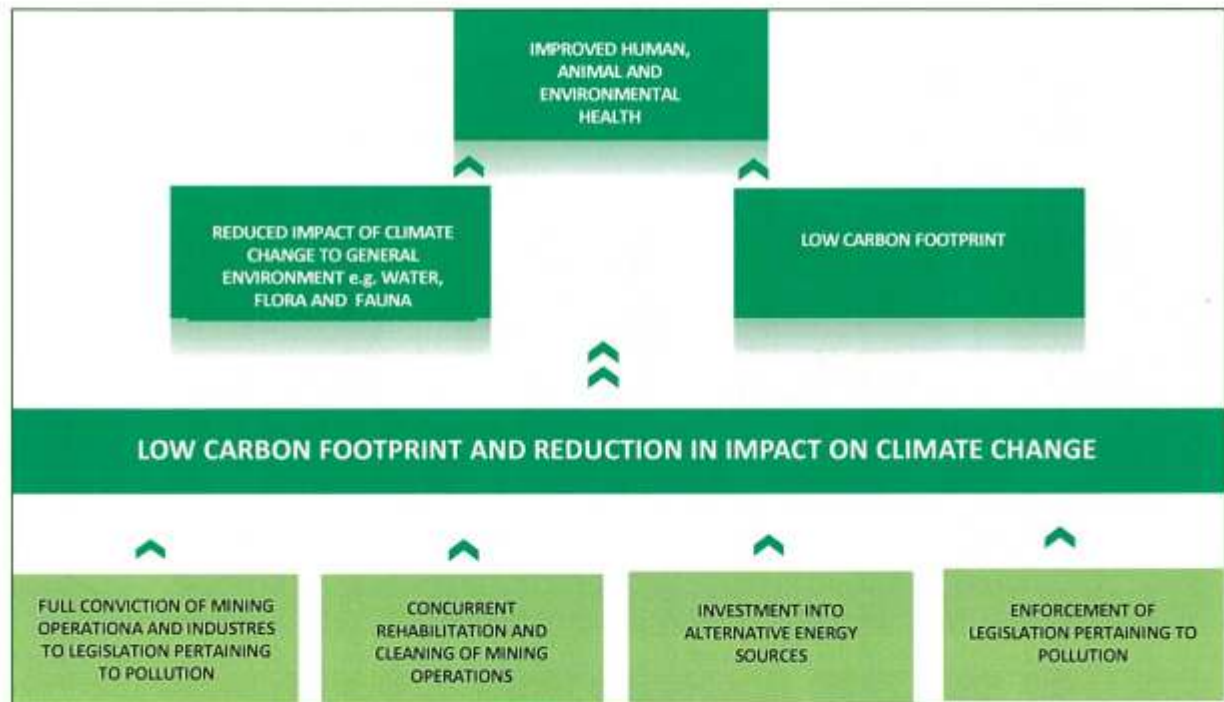


The identified interventions (listed below) would contribute towards addressing the causes that results in the core problem of a high carbon footprint, that contribute to climate change resulting from coal powered energy:

- Implement measures to minimise the effect of climate change e.g. Bio energy sector;
- Enforce legislation pertaining to pollution control;
- Coordinate and implement recycling plants in the Province;
- Implement the Mpumalanga Green Economic Plan; and
- Establish methods of treating waste water for re-use in different commercial uses.

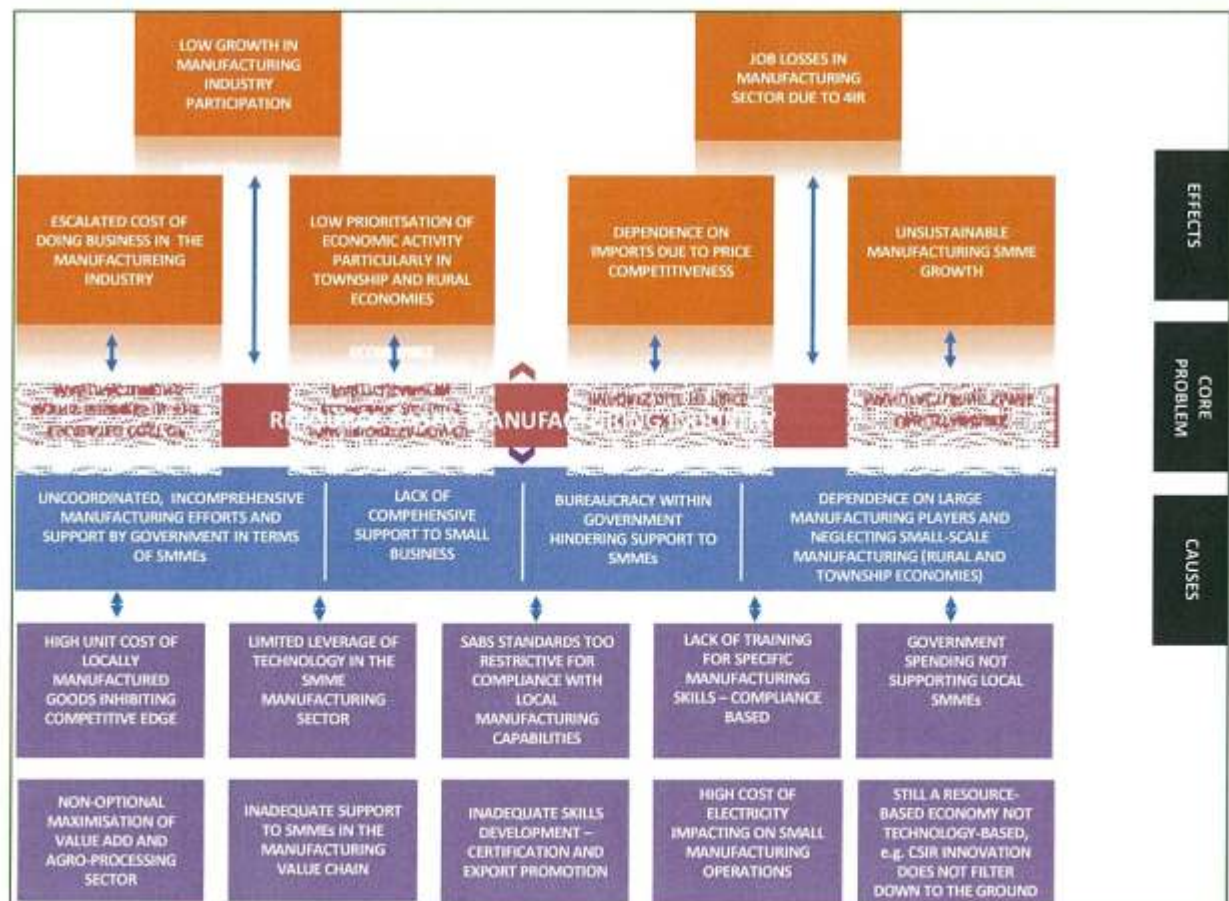
The resultant Solution can be depicted as follows:

Figure 18: Green Economy – Solution Tree



8.2.6.3 Problem and Solution Trees: Manufacturing

Figure 19: Manufacturing – Problem Tree



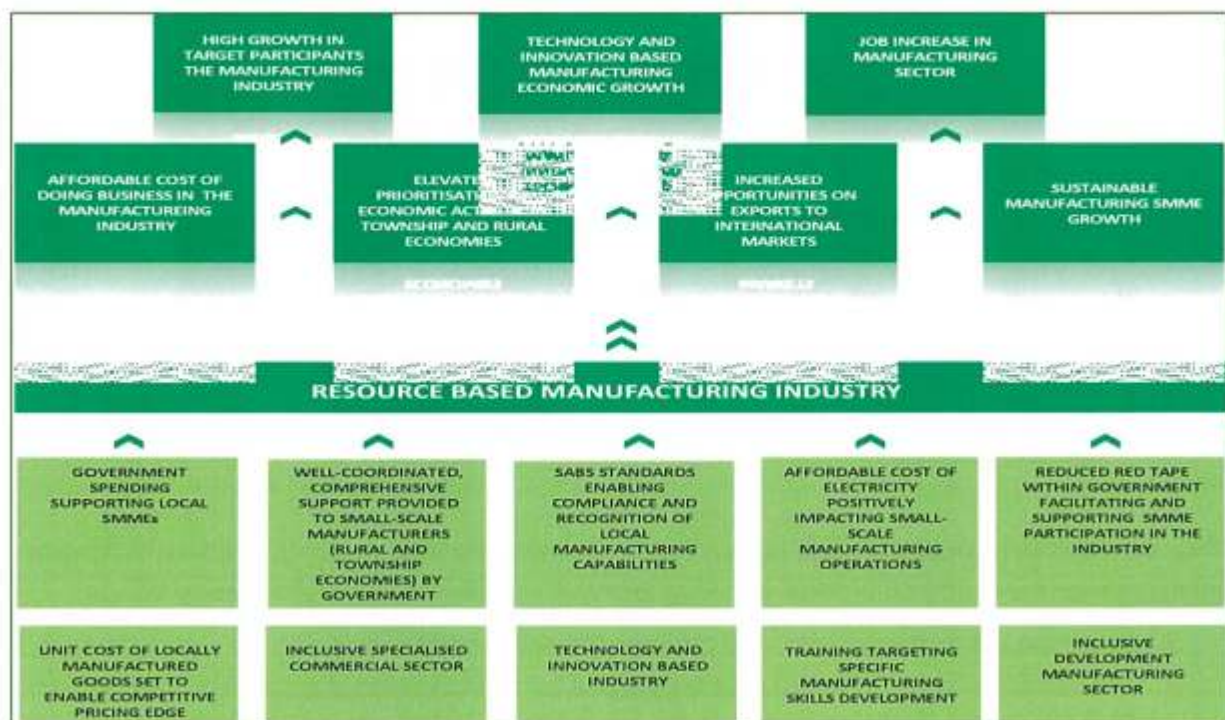
Due to the fact that the Province has a resource-based manufacturing industry, the following interventions can contribute towards creating a knowledge-based manufacturing industry within the Province:

- Establishment of Agri-hubs and Special Economic Zones (SEZ);
- Implementation of a master plan that ensures a comprehensive manufacturing support base of the SMME'S in the value chain;
- Leverage Foreign Direct Investments (FDI);
- Roll-out of relevant skills development programmes;
- Implementation of the Mpumalanga Industrial Development Plan (5 key projects identified);

- Development and implementation of incentive schemes;
- Explore and develop appropriate low cost renewable energy sources;
- Review non-essential SABS standards to assist compliance for local SMME manufacturing operations;
- Revitalisation of the township and rural economy; and
- Directly link government procurement to rural and township economies.

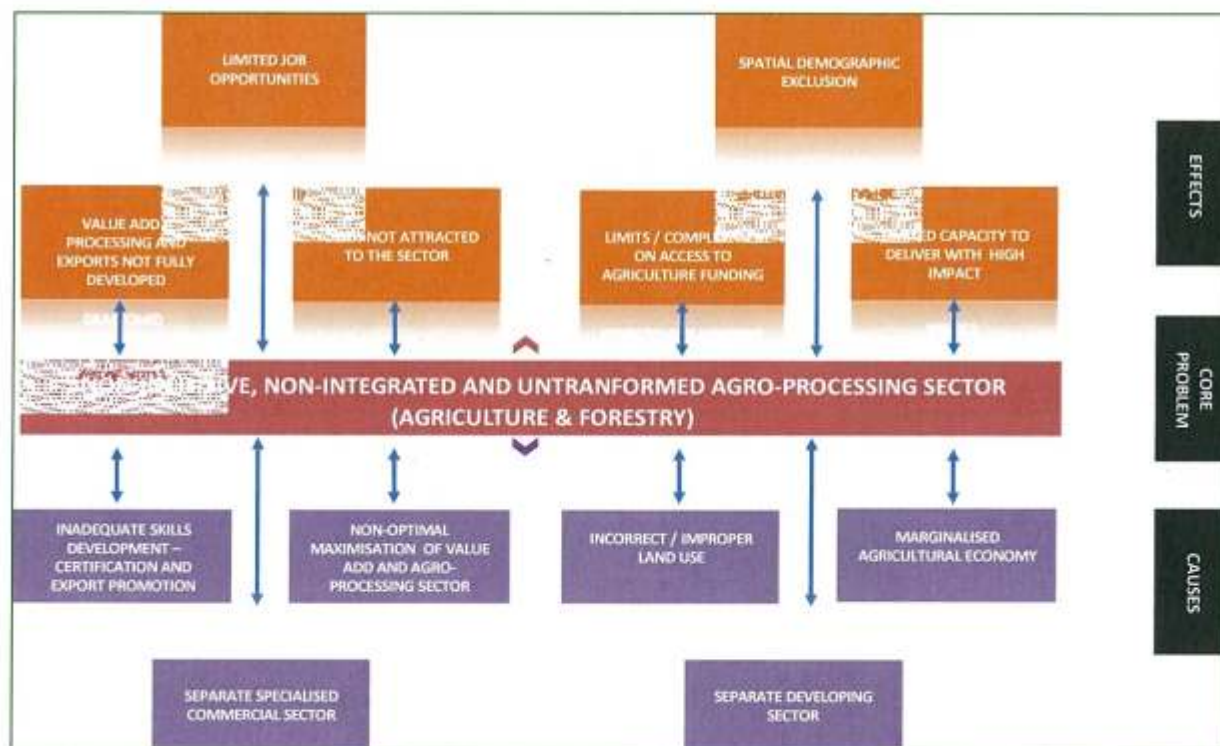
The resultant Solution Tree can be depicted as follows:

Figure 20: Manufacturing – Solution Tree



8.2.6.4 Problem and Solution Trees: Agro-Processing (Agriculture & Forestry)

Figure 21: Agro-processing (Agriculture & Forestry) – Problem Tree

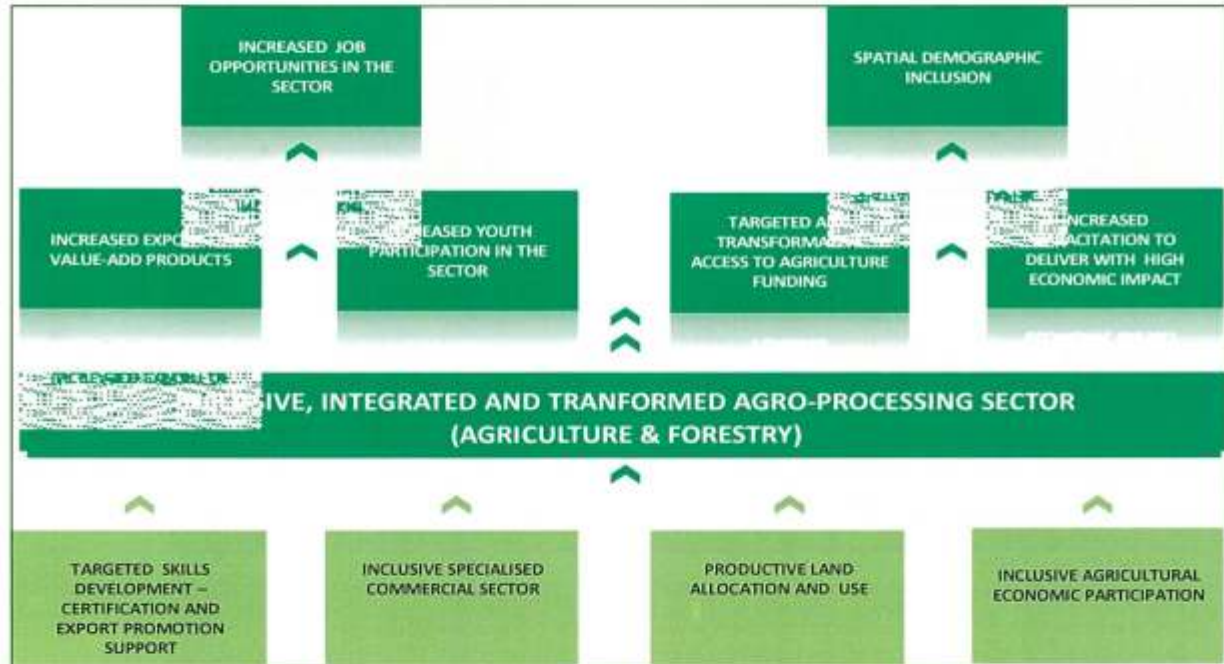


The identified interventions (listed below) would contribute to addressing the causes that results in the core problem of a non-inclusive, integrated and transformed agro-processing sector:

- Integrate the developmental and commercial agricultural sector;
- Coordinate and facilitate the improvement of agro-processing of produced commodities;
- Coordinate the implementation of the Mpumalanga International Fresh Produce Market and its associated agri-hubs;
- Improve and develop the export market for agricultural goods; and
- Coordinate and facilitate access to funding for participants in the agro-processing sector.

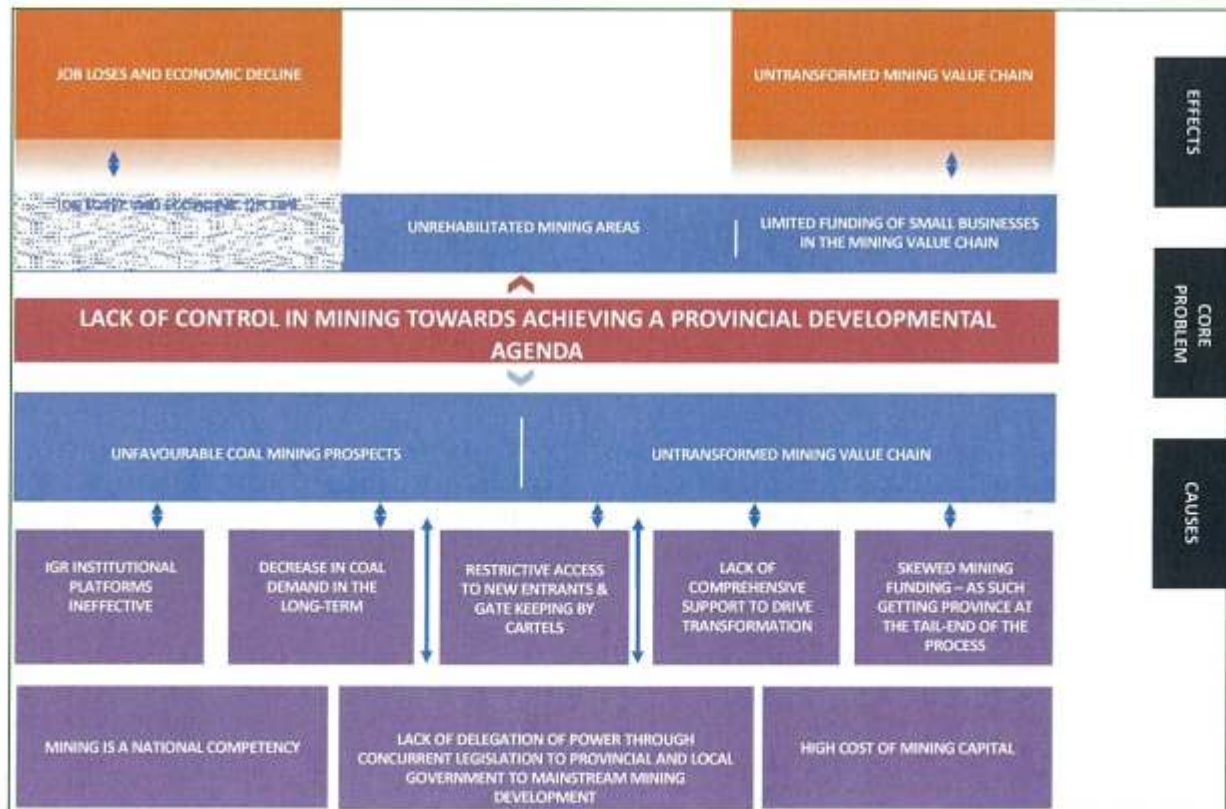
The resultant Solution Tree can be depicted as follows:

Figure 22: Agro-processing (Agriculture & Forestry) – Solution Tree



8.2.6.5 Problem and Solution Trees: Mining

Figure 23: Mining – Problem Tree

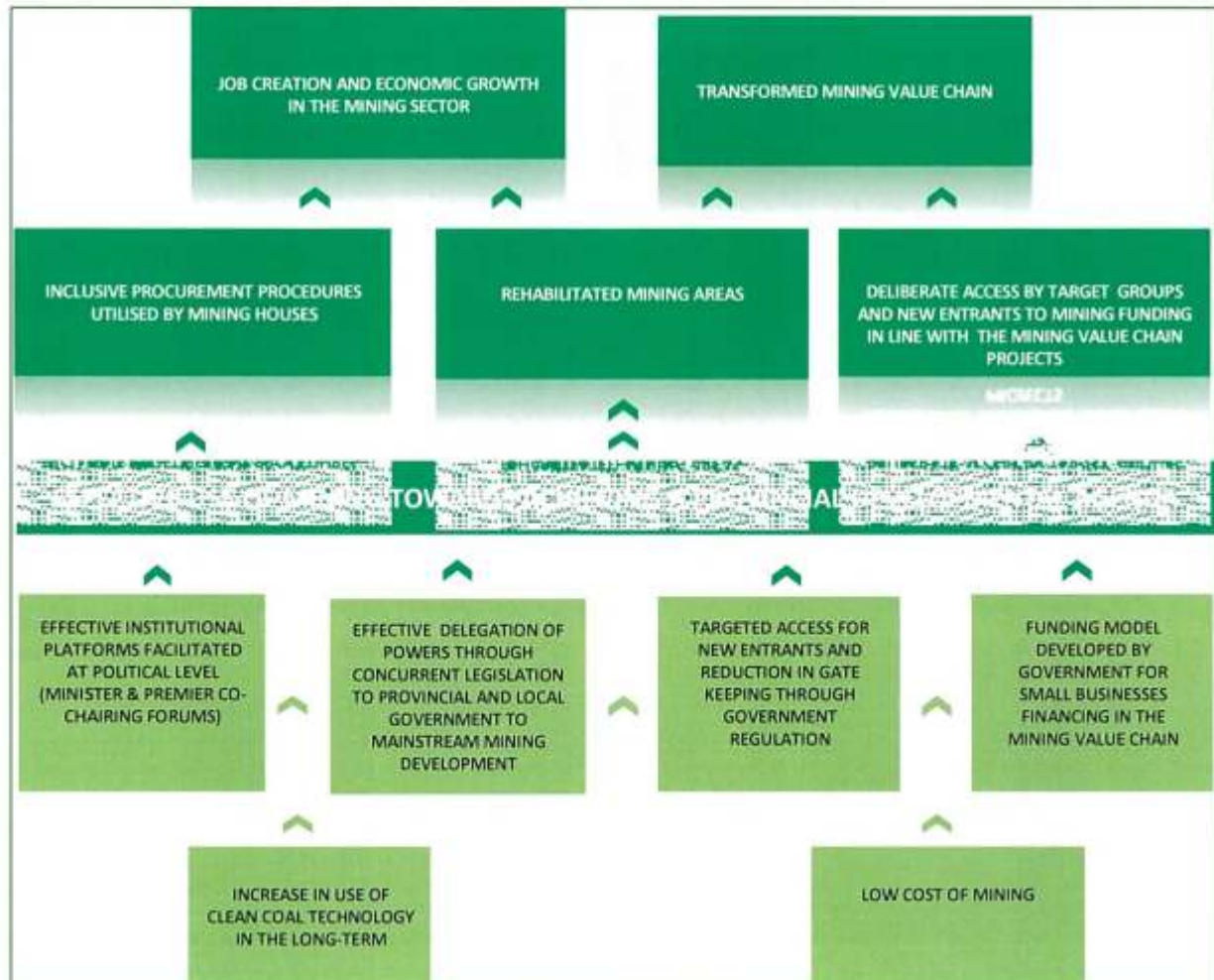


In order for the Department to ensure that mining is more effectively used, in the attainment of the Provincial developmental agenda, the following interventions can assist in overcoming the problem of lack of control over the mining industry in contributing to the Provincial agenda:

- Influence the national legislation to address the developmental agenda;
- Strengthen partnership platforms with key stakeholders to accelerate the developmental agenda in the mining industry;
- Implement the Plan of Action emanating from the Provincial Mining Lekgotla Pledge;
- Support MEGA to establish a mining company;
- Create special vehicle to facilitate transformation - funding required/model.

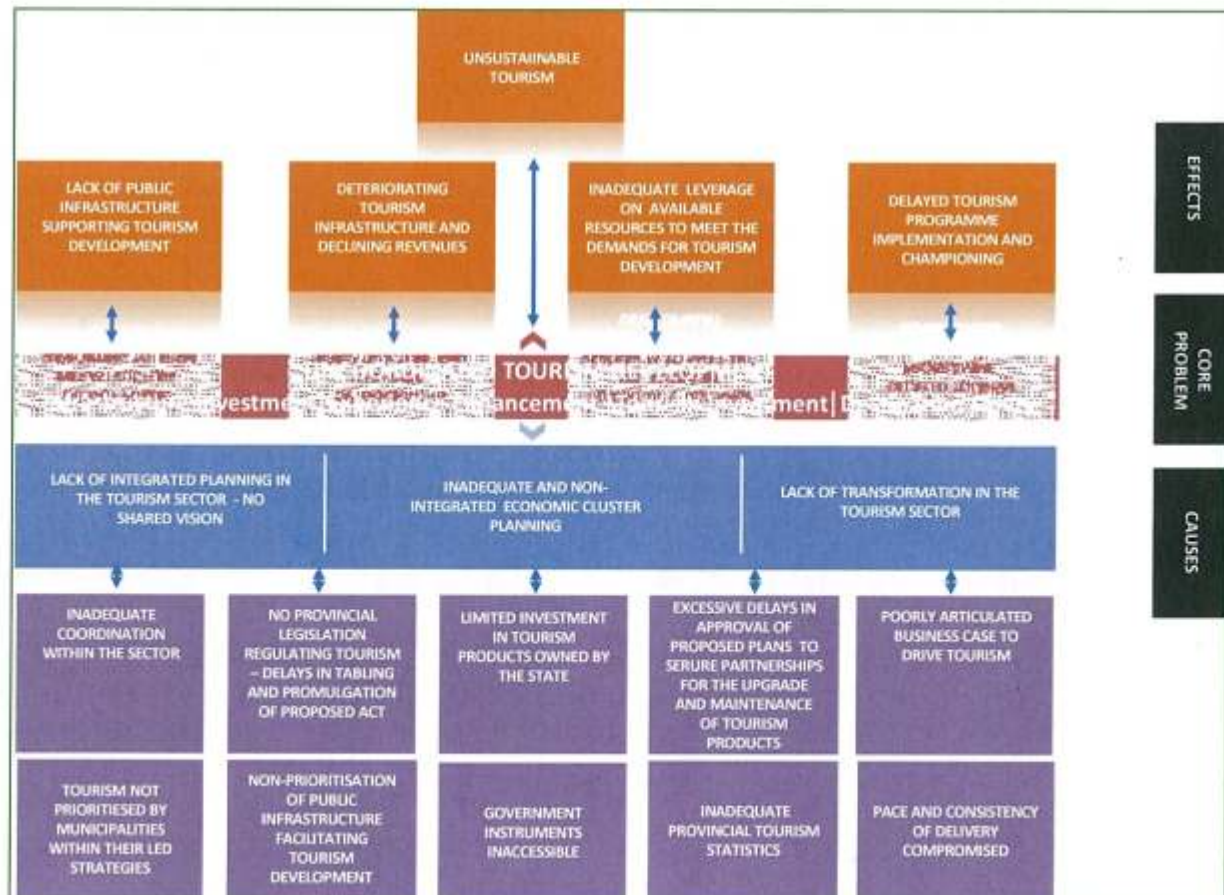
The resultant Solution Tree can be depicted as follows:

Figure 24: Mining – Solution Tree



8.2.6.6 Problem and Solution Trees: Tourism

Figure 25: Tourism – Problem Tree



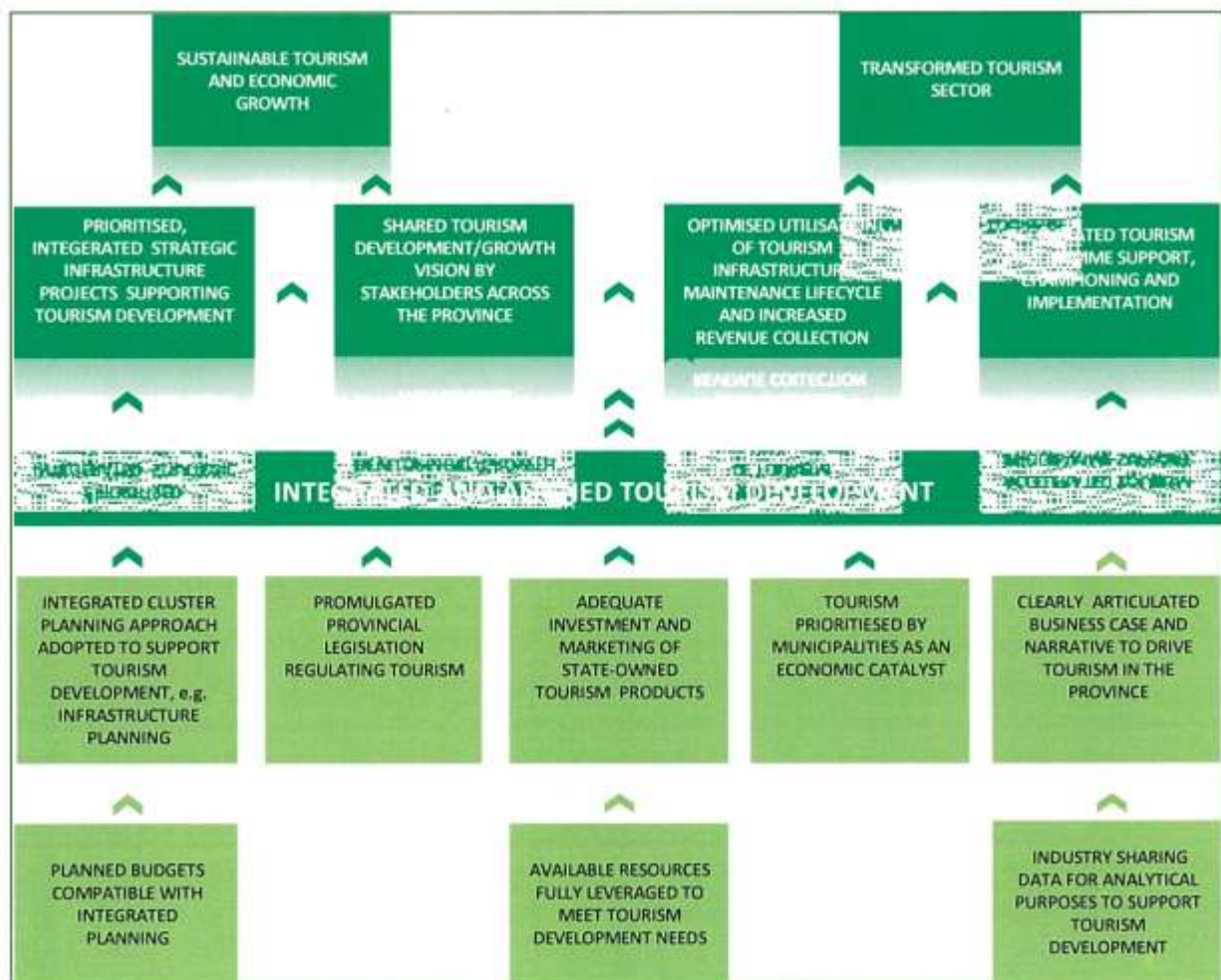
The Department and its Agency, the Mpumalanga Tourism and Parks Agency (MTPA) must play a more dominant role in coordinating tourism related activities within the Province, to ensure that aligned and integrated tourism development takes place. Therefore, the following interventions will contribute towards addressing the problem of uncoordinated tourism development:

- Embark on an education and awareness campaign to lobby support of impacting department, to leverage/influence and persuade the aligned flow of resources across three spheres of government;
- Amend enabling legislation to secure the participation of key stakeholders in sharing of information and implementation of identified interventions, and clarify roles and responsibilities;

- Prioritisation and provisioning of adequate funding for tourism development;
- Implementation of township and rural tourism initiatives; and
- Effective utilisation of government instruments, such as licensing and concessions, to accelerate transformation

The resultant Solution Tree can be depicted as follows:

Figure 26: Tourism - Solution Tree



8.3 Review of past performance to inform the strategy of the Department

The 2014/2019 MTSF period presented the Department with an opportunity to significantly contribute into Government's development agenda, especially in advancing measures to address the socio-economic challenges faced by the Province (namely, unemployment, poverty and inequalities). To that end, concerted efforts were made to fast-track growth, support priority sectors, create decent job opportunities, and promote economic participation by all our people.

Consequently, a total of 440 targets were set in the five-year period, and the programme performance assessment thereof, demonstrates an average of 81.4% achievement. The performance deviance is mostly attributable to external dependencies by the Department, as well as resource constraints. The areas of success on thought leadership, policy and strategy formulation, as well as stakeholder coordination are:

- **Organisation and Governance:** The Department managed to review the Mpumalanga Tourism and Parks Agency Act, 2005 (MTPA) and finalised drafting the Mpumalanga Consumer Protection Bill and Regulations. The Mpumalanga Economic Regulator (MER) is now fully functional, resulting from the merger of the then Mpumalanga Gambling Board (MGB) and the Mpumalanga Liquor Authority (MLA). The second Consumer Court for the Province was also.
- **Economic policy and strategy direction:** The development of various strategic documents resulted in the finalisation of the following documents; namely, the B-BBEE Strategy; LED Strategy; SMME Strategy; Township and Rural Development Strategy, Mpumalanga Tourism Development Strategy; Mpumalanga Industrial Development Plan; Green Economy Development Plan; Economic Paper (Interventions); Forestry Development Plan. The implementation of these strategies and plans has benefited the majority of the service recipients of the Department, especially the SMMEs and Cooperatives by rolling out the following initiatives:
 - Provision of business support (both financial and non-financial) to SMMEs and Cooperatives in the areas of business registration with the Companies and Intellectual Property Commission (CIPC); in addition to lodging annual returns and other referral services;
 - In partnership with development funding institutions – including SEDA and quality assurance bodies like the SABS – SMMEs and Cooperatives were capacitated

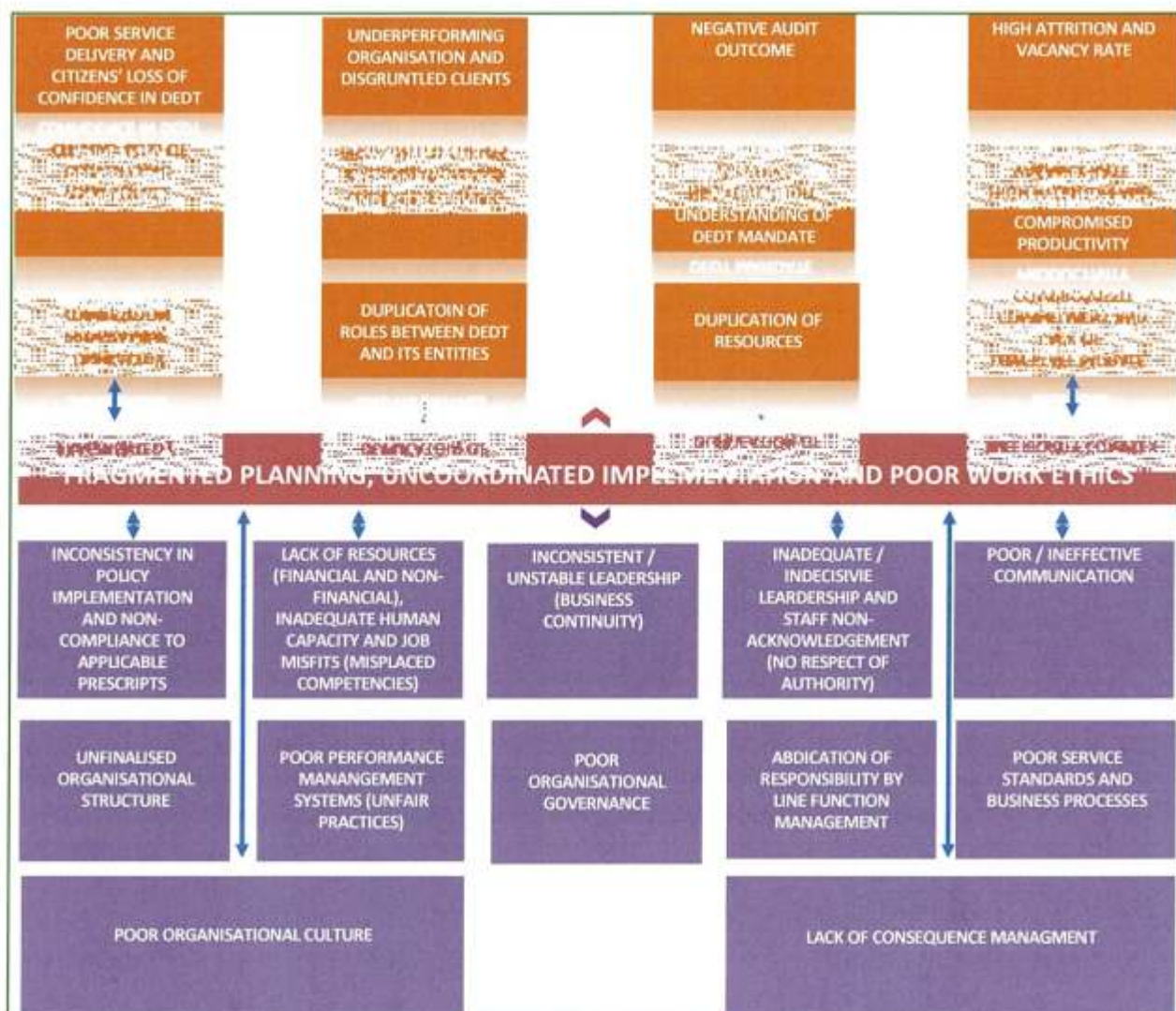
on Business and Financial Management, as well as technical training on how to produce quality products and, therefore, enabling them to compete in the market. Fifty (50) cooperatives, for instance, were assessed through the Gap Programme conducted by the SABS, resulting in Five (5) of them receiving certificates. The Kick-Start Mpumalanga Youth Enterprise Programme, for instance, benefited 34 youth with business skills in addition to getting procurement opportunities. Other initiatives include supporting 30 black-owned tyre service businesses through the Dunlop Tyre Programme, and a R1 million incentive given to 10 of these businesses (R100.000 each). A total of 120 job opportunities were created by this initiative, in addition to other 500 jobs created through the loans (valued over R108.6 million) given to both SMMEs and Cooperatives. A total of 77 jobs were created through the six (6) Galito's franchises funding, valued at R5 million. More funding was made accessible to SMMEs and Cooperatives through the Standard Bank Partnership, enabling these businesses to contract and deliver on provincial and local government deals. In advancing the objects of the BBBEE Strategy, more than 255 local businesses were assisted to access opportunities at the Kusile Power Station, and the Department's partnership with Sumitomo Rubber SA Pty Ltd benefitted 20 tyre service businesses through training and equipment donated to them. The promotion of the uptake of the Black Industrialist Programme by local businesses was facilitated, in addition to fostering working relations with the mines, to ensure adherence to their Social Labour Plans.

- In support of key sectors of the Provincial economy, a number of critical initiatives were kick-started, and are now in varying phases in line with the Mpumalanga Industrial Development Plan. These include the establishment of the Nkomazi SEZ, the Mpumalanga International Fresh Produce Market, the Industrial Technology Parks for Mining and Metal, as well as Agriculture and Forestry. Skills development initiatives (through the incubation programme) were supported through the Mpumalanga Steel and Tooling Initiative and FurnTech.

8.4 Internal Environment Analysis

The following two diagrams present an internal environmental analysis conducted to identify the root causes for challenges experienced, as well as what the solution tree will be, once the problems has been resolved within the Department:

Figure 27: Institutional Analysis – Problem Tree



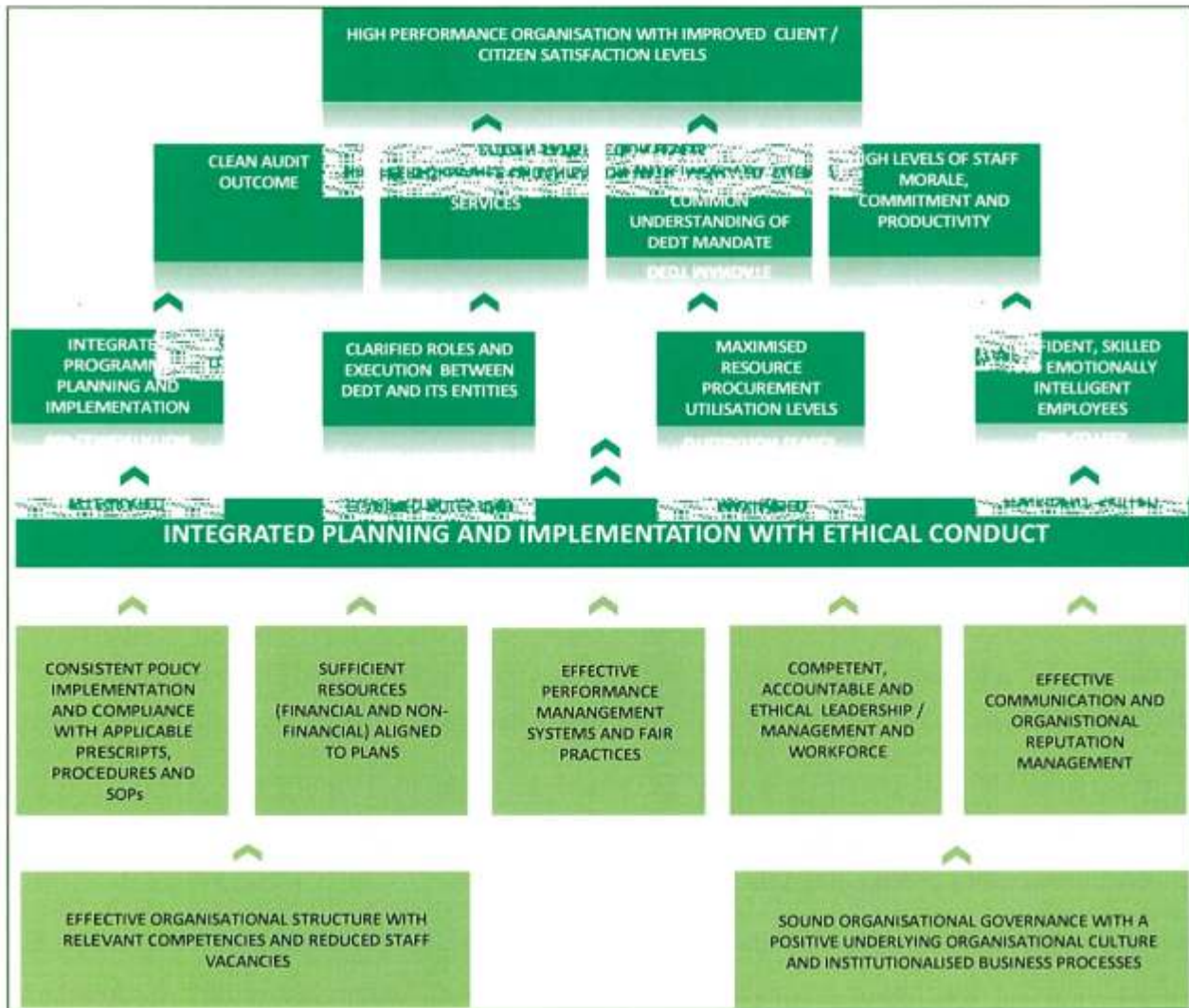
Therefore, the following interventions will contribute towards addressing the problem of fragmented planning, uncoordinated implementation and poor work ethic as shown above:

- Lifting the moratorium on appointments;
- Decentralisation of services;
- Human capital development through workforce reskilling and upskilling;

- Integrated Planning approach internal to the Department and with SOEs and stakeholders.

The resultant Solution Tree can be depicted as follows:

Figure 28: Institutional Analysis – Solution Tree



8.5 The capacity of the Department to deliver on its mandate

In our quest to improve organisational effectiveness and efficiency, the Department has embarked on a turn-around strategy to ensure its fitness for purpose. This was in response to the 2014 Executive Council Resolution which stipulated that the Department and its public entities, must be re-engineered to play a value-engineering role in the economic value chain of the Province, as opposed to its broad and open-ended role.

The Department had subsequently adopted a value proposition that refocused and repositioned itself in a manner that enhanced its strategic and operational capability, with a view to enhance its impact within the Provincial economic development landscape, and to successfully deliver the desired impact of Outcome 4 in the Province. In response, the following initiatives were undertaken:

- 1) The mandate was reviewed to refocus and reposition the Department as a Thought Leader in Economic Planning, Policy and Strategy, Governance and Executive Oversight. In this regard, the three (3) Public Entities under the Department would henceforth be implementing agencies of the Department, in order to build accountability for outcomes and impact.
- 2) The process of reviewing the organisational design were instituted and the revised proposals are yet to be approved.
- 3) Identification and engagement of the required capacity to deliver on its mandate.
- 4) Refocus and Reposition Regional Delivery Model; and establish the Regional Economic Development Centres.

In addition, the Department responded positively to all requests for information from Law Enforcement Agencies and Chapter Nine (9) institutions. In relation to litigation, the Department strives to ensure adequate consultation with relevant stakeholders/interested parties to avert disputes of a similar nature.

On the contrary, the world of work is profoundly impacted by the Coronavirus. We are expected to reflect on the impact of the pandemic on the employees, culture, ability to thrive and deliver services. Leaders must adapt to the 'new norm' which has transformed the way we do business.

It is conceivable that businesses may be forced to close their operations, either due to widespread contagion or at the insistence of public health authorities, or even at the insistence of premises owners or letting agents.

However, this landscape presents the unforeseen opportunity for the organization to go back to basics, redefine their value propositions and focus on the fundamentals of their businesses and/or mandate to ensure that they are able to ride out the storm.

It is important for leaders to communicate with their employees. Such conversations must be open, honest and sincere about the state of the landscape to ensure a buy-in by all stakeholders during this difficult time. The pandemic will certainly disrupt socio-economic patterns and interactions. It is now up to the leaders, organisations, and employees to take a cue from this pandemic as a signal to transform the current business models and adopt new, efficient and innovative ones if necessary to maintain critical operations. There will be a need to cross-train employees to perform essential functions so that the workplace is able to operate in the event

that key employees are absent from work. Digitalisation is the way to go as employees will be working from home.

8.5.1 Human Resource Planning

8.5.1.1 Organisational Structure

The Department is currently operating on an organisational structure that was approved in 2007, with an addendum of added positions over the years. The structure consists of six Programmes; namely, Administration; Integrated Economic Development Service; Trade and Sector Development; Business Regulation and Governance; Economic Planning; and Tourism. The total number of posts on the approved structure is 356. Out of that number, 217 posts are filled and 139 are vacant.

Figure 29: Organisational Structure

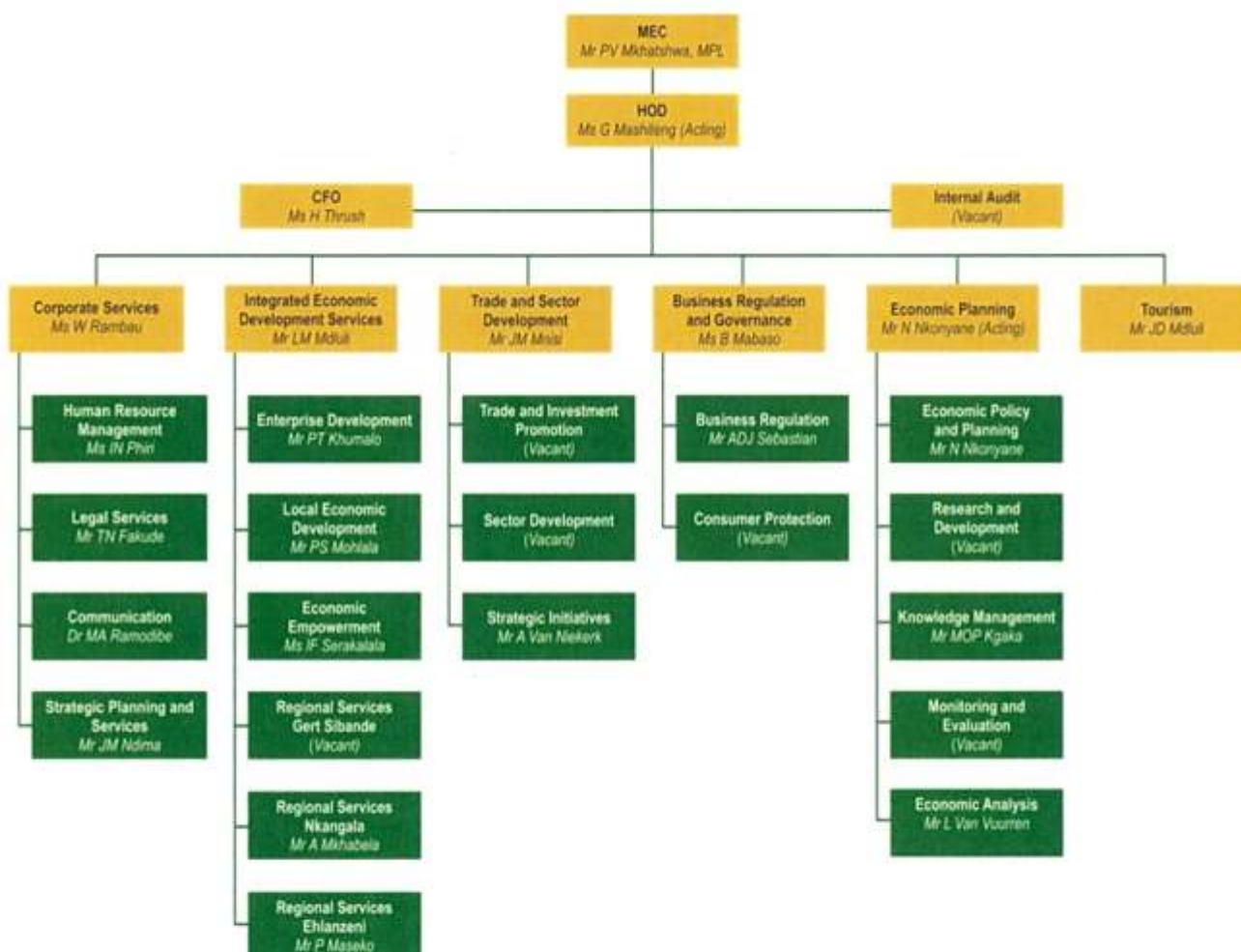


Table 18: Employment equity plan vs occupancy in terms of occupational levels

OCCUPATIONAL LEVELS	PLANNED TARGET		CURRENT OCCUPANCY		% Variance	
Gender	Male	Female	Male	Female	Male	Female
Top Management	4	6	6	2	150%	33%
Senior management	12	12	15	3	125%	25%
Professionally qualified and experienced specialists and mid-management	25	26	25	16	0%	61%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39	39	21	15	53%	19%
Semi-skilled and discretionary decision making	88	88	27	74	30%	84%
Unskilled and defined decision making	8	9	0	13	0%	144%
TOTAL	176	180	94	123	26%	35%
GENDER %	49%	51%	43%	57%	88%	111%
GRAND TOTAL	356	217 (61%)				

8.5.1.2 Gender representation

The overall representation of women in the Department is 57%, which is above the target of 51% in terms of the Employment Equity Plan. When considering women at senior management level, they are under-represented at 19%, which is below the target of 50%, in terms of the gender equality strategic framework. The Department will strive to fill the vacant positions at senior management level with women in order to close the gap and meet the target.

Table 19: Numeric targets for employees with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	3	0	0	0	4	0	0	0	0	0	07
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	0	0	0	4	0	0	0	0	0	07

Table 20: Current profile for employees with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	0	0	0	1

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	0	0	0	0	0	0	0	0	0	3

The total of employees with disabilities in the Department is currently at 1.3%, which is below the minimum of 2% target as expected, in terms of the Gender Equality Strategic Framework, 2008. The Department will consider the Employment Equity Plan when recruiting new personnel in in order to meet the set target regarding people with disabilities.

8.5.1.3 Staff Turnover Rate for the Previous Three Financial Years

Table 21: Staff turnover rate 2019/20

Termination Type	Number	% of Total Resignations	Total Employment
Death	1	10	231
Resignation	1	10	
Expiry of contract	2	20	
Dismissal – operational changes	0	0	
Dismissal – misconduct	0	0	
Dismissal – inefficiency	0	0	
Discharged due to ill-health	0	0	
Retirement	4	40	
Transfer to other Public Service Departments	2	20	
Total	10	4.3%	
Total number of employees who left as a % of total employment	10	4.3%	

Table 22: Staff turnover rate 2018/19

Termination Type	Number	% of Total Resignations	Total Employment
Death	1	5	219
Resignation	2	10	
Expiry of contract (Interns)	14	70	
Dismissal – operational changes	0	0	
Dismissal – misconduct	0	0	
Dismissal – inefficiency	0	0	
Discharged due to ill-health	0	0	
Retirement	1	5	
Transfer to other Public Service Departments	2	10	
Total	20	9.13	
Total number of employees who left as a % of total employment	20	9.13	

Table 23: Staff turnover rate 2017/18

Termination Type	Number	% of Total Resignations	Total Employment
Death	0	0	240
Resignation	3	100	
Expiry of contract (Interns)	0	0	
Dismissal – operational changes	0	0	
Dismissal – misconduct	0	0	
Dismissal – inefficiency	0	0	
Discharged due to ill-health	0	0	
Retirement	0	0	
Transfer to other Public Service Departments	0	0	
Total	03	100	
Total number of employees who left as a % of total employment	03	1.25%	

8.5.2 Financial Resources

The Department is required to reduce its total budget of by 5%, or an amount of R 67, 358, 000. To achieve this, an adjustment is proposed as follows (amount proposed to be appropriated to transfers to Entities):

- R18, 506, 000 reduction in transfers to MEGA (8.91%)
- R36, 426, 000 reduction in transfers to MTPA (8.91%)
- R5, 000, 000 reduction in transfers to MER (5.05%)

The above reduction is because the Entities are able to generate own revenue to fund operations, thus reducing reliance on grant appropriated funding. The total reduction in the allocation to the Entities is R59, 392, 000; the balance of R7, 426, 000 of the reduction required will be obtained from the goods and services budget of the Department. Thus, an amount of R3, 626, 000 will be deducted from Programme 1; R2, 500, 000 from Programme 2; and R1, 300, 000 from Programme 3. This is a reduction of 7.4% to the goods and services budget of the Department.

- 18%, an amount of R244 314 000, of the main appropriation has been suspended due to COVID 19 purposes. A number of significant projects have been suspended and no funds are available for meaningful COVID 19 response to be launched by the department.
- The following core programmes are affected negatively by the original shortfall and exacerbated by the adjusted appropriation
 - Future Production Technologies Incubator (previously MTI): R6m
 - Highveld Steel (Part of MTSF priorities): R7.5m
 - Consumer Case Management ICT system: R1.5m
 - Mpumalanga Employment Business Survey(MEBS): R7m
 - Green Economy Cluster Entity: R500
- A R10 760 000 reduction in the COE budget leads to an unknown delay in the filling of critical vacant posts. This delay will impact on the future and current operations of the Department. In the event that key individuals are taken ill for a long period due to the pandemic there are no alternative staff in place to assist in performance of critical functions, further impacting on the ability of the Department to full its mandate at a programme level, and in addition negatively affecting the administration of the Department
- While the reduction of R14 493 000 to the goods and services budget is in part a recognition of savings that will be recorded in Travel and Accommodation, Training, and some direct operational costs, the surrender has left the department with extremely limited funds to cover any COVID response of the Department, leaving the Department reliant significantly on the national initiatives.
- The reduction of R67 830 000 in the budget allocated to the entities has an extremely severe impact on all three of the entities, but more so on MTPA which is heavily dependent on revenue generated from Tourism, and MEGA which will be impacted by reduced recoveries on all commercial transactions
- A reduction of R 150 000 000 in the budget for the MIFPM will delay development on site and lead to penalties and additional costs due to the extension of time.

- Another major impact of the COVID 19 pandemic is the reduction in revenue collected by the Mpumalanga Economic Regulator. The original target of R 155 350 000 for Gambling levies, license and application fees has been reduced by 47% to R 83 000 000.

Table 6.3: Summary of payments and estimates: Economic Development and Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Administration	88 915	92 919	101 046	112 000	87 239	87 458	108 466	114 694	118 500
2. Integrated Economic Development	528 725	532 652	388 004	663 804	479 748	485 731	641 613	660 555	531 079
3. Trade and Sector Development	15 423	16 654	18 084	24 481	22 214	19 909	32 476	32 219	35 921
4. Business Regulation and Governance	103 041	114 405	113 718	120 092	108 927	108 930	137 808	128 486	131 605
5. Economic Planning	15 435	18 610	18 081	19 540	17 633	16 633	20 330	21 210	21 304
6. Tourism	358 308	383 648	395 063	413 151	393 128	392 373	413 970	430 084	450 418
Total payments and estimates:	1 109 847	1 158 888	1 033 996	1 353 068	1 108 889	1 111 032	1 354 663	1 387 248	1 288 827

Table 6.4: Summary of provincial payments and estimates by economic classification: Economic Development and Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Current payments	186 498	215 277	215 082	242 616	195 807	196 950	246 191	256 553	265 236
Compensation of employees	128 335	137 269	145 237	158 412	137 787	140 364	156 701	163 063	169 857
Goods and services	58 163	78 008	69 845	84 204	58 020	56 586	89 490	93 490	95 379
Interest and rent on land	—	—	—	—	—	—	—	—	—
Transfers and subsidies	612 774	668 684	690 224	748 681	702 511	703 511	762 976	780 848	817 118
Provinces and municipalities	—	7	194	20	19	19	29	29	29
Departmental agencies and accounts	440 331	475 243	483 729	506 327	477 977	477 977	525 098	530 488	551 759
Higher education institutions	—	—	—	—	—	—	—	—	—
Foreign governments and international organisations	—	—	—	—	—	—	—	—	—
Public corporations and private enterprises	172 259	193 232	203 824	241 803	224 014	225 014	237 320	249 789	264 776
Non-profit institutions	—	—	—	—	—	—	—	—	—
Households	184	202	2 477	531	501	501	529	542	554
Payments for capital assets	310 575	274 927	128 690	361 771	210 571	210 571	345 496	349 847	206 473
Buildings and other fixed structures	307 000	271 488	125 362	357 183	207 183	207 183	341 922	346 657	202 093
Machinery and equipment	3 575	3 435	3 216	4 588	3 388	3 388	3 574	3 190	4 380
Heritage assets	—	—	—	—	—	—	—	—	—
Specialised military assets	—	—	—	—	—	—	—	—	—
Biological assets	—	—	—	—	—	—	—	—	—
Land and sub-soil assets	—	—	—	—	—	—	—	—	—
Software and other intangible assets	—	4	112	—	—	—	—	—	—
Payments for financial assets	—	—	—	—	—	—	—	—	—
Total economic classification	1 109 847	1 158 888	1 033 996	1 353 068	1 108 889	1 111 032	1 354 663	1 387 248	1 288 827

8.6 The status of the institution regarding compliance with the BBBEE Act.

All procurement that is initiated from within the Department starts with requests for quotes and proposals that are directed primarily towards black-owned enterprises. Youth and Women owned enterprises are supported throughout the year. These are identified from the CSD (Central Supplier Database). In all cases of procurement over R30 000, points are calculated and applied in the assessment of quotes to ensure that designated groups are supported correctly in terms of legislation. In order to effectively implement preferential procurement, the values procured from target groups will be tracked closely throughout the year, making use of ownership information available from CSD.

8.7 Stakeholder Analysis

In order for the Department to deliver and attain the outcomes of the strategy, it will be critical to liaise and engage with a number of stakeholders, as they are all key to the successful implementation of the Departments' strategy. The table below provides a summary of stakeholders with their specific role and responsibility, with regards to the attainment of the Department's strategic outcomes:

Table 24: Economic Cluster – Stakeholder Analysis

Economic Cluster	Stakeholder	Role and Responsibility
Green economy	Department of Environment, Forestry and Fisheries (DEAFF)	Enforcement, regulation, education and awareness
	MEGA	Implementation of high impact green economy projects
	Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA)	Monitoring and enforcement, regulation, education, development and awareness
	Department of Public Works, Roads and Transport	Retrofitting of provincial facilities (green buildings)
	Local Government	Retrofitting of municipal buildings, street and community lighting. Recycling and waste management
	Tertiary academic institutions	Research and development, relevant training and skilling
	ESKOM	Implementation of renewable energy projects
	Private Sector	Investment in green initiatives and supporting PPP's
Manufacturing and Agro-processing	Department of Water & Sanitation	Monitoring and quality control of water and sanitation infrastructure
	MEGA	To attract FDI and provide financial support to all businesses within the province

Economic Cluster	Stakeholder	Role and Responsibility
	Private sector	Innovation, investment and expansion within the manufacturing sector
	Research and tertiary institutions	Research and development of new innovative concepts within the manufacturing sector
	Department of Trade, Industry and Competition (dtic)	Policy direction, implementation of programmes and attraction of foreign investments
	Business Chambers	Promote the industry and assist in attracting of investment
	Local Government	Provide local policy direction and enforcement of by-laws and functional LED forums
	The Presidency	Driving and attracting foreign direct investment as well as support of special projects and programmes
	SOE's	Support and provide an enabling economic environment
Mining	Department of Minerals and Resources (DMR)	Policy development and enforcement. Facilitate platforms for stakeholder engagements
	Department of Energy (DoE)	Providing market opportunities for coal supply.
	Department of Environment, Fisheries and Forestry (DEFF)	Regulating and enforcement of environmental management and protection
	Department of Trade, Industry and Competition (dtic)	Promotion of coal exports and foreign investment
	Local Government	Enforcement of SPLUMA and coordinate LED related activities and interventions
	Minerals Council SA	Coordination and promotion of the mining industry
	Department of Public Enterprises	Provide policy direction to State Owned Enterprises
	Private Sector	Investment in mining activities
	Department of Water & Sanitation	Monitoring and quality control of water and sanitation infrastructure
	Tribal Authorities	Access and allocation of available land
	Geosciences Council	Research and advice on mining related matters
	Mintek and training institutions	Training and skills development
Tourism	Communities	Participate and liaise with mines with regards to social economic development
	National Department of Tourism (NDT)	Policy direction

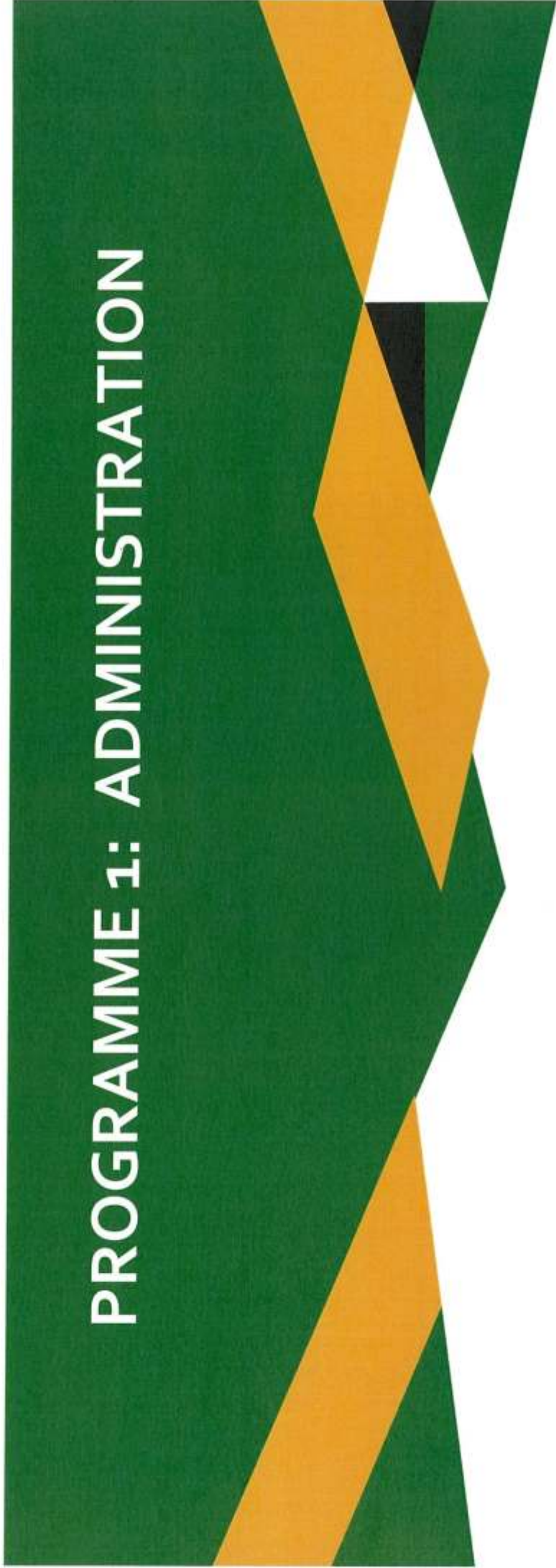
Economic Cluster	Stakeholder	Role and Responsibility
	DEFF	Provide regulation on protection and conservation of the environment and natural assets
	DPWR and Transport	Provision and maintenance of roads infrastructure
	Department of Safety, Security & Liaison	Safety of tourists
	MTPA	Marketing of the province and management of tourism products. Conduct research and evaluation on provincial tourism
	Department Culture, Sports and Recreation	Develop and management of the heritage tourism products
	Local Government	Provide enabling service delivery environment and infrastructure to promote tourism. Liaising with local tourism associations and service providers
	Private sector (LTO's & RTO)	Promoting the tourism industry
	Department of Home Affairs	Controlling ports of entries into the country. Regulating international access of visitors to SA (visas and visa free travel)
	SARS	Customs and excise duties
	SA Tourism	Marketing of SA as Tourism destination
	Tourism Grading Council	Evaluation and standards within the tourism sector
	Department of Trade, Industry and Competition (dtic)	Outbound missions, trade and investment promotion
	Traditional leaders	Buy-in from them in order to coordinate and promote rural tourism. Land allocation and management in the rural areas
	Department of Communication	Internal communication with regards to service delivery performance of departments
	Department of International relations and Cooperation	Liaison with foreign nations. Outbound missions, trade and investment promotion
	Brand SA	Promoting SA as a tourism and business destination
	STATS SA	Provision of tourism related statistics
	Mpumalanga Regional Training trust (MRTT)	Provide hospitality specific training within the province
	Universities	Provide relevant training and skills development

Economic Cluster	Stakeholder	Role and Responsibility
	MEGA	Investment attraction, development of funding and business models on the commercialisation of tourism products

PART C: MEASURING OUR PERFORMANCE

A decorative graphic at the bottom of the page consisting of several overlapping triangles in shades of orange, green, and white, creating a jagged, mountain-like silhouette.

PROGRAMME 1: ADMINISTRATION



9. Institutional Programme Performance Information

9.1 Programme 1: Administration

Purpose of Programme 1: Administration

The purpose of the Programme is to provide administrative support for the implementation of the mandate of the Department.

The Programme consist of the following sub-Programmes:

- Office of the MEC
- Office of the Head of Department
- Internal Audit
- Financial Management
- Risk Management
- Strategic Planning Services
- Corporate Services with the following sub-programmes
 - Human Resource Management
 - Legal Services
 - Communication
 - Security Services
 - Transversal Services

Table 25: Programme 1: Outcomes, Outputs, Performance Indicators and Targets

Sub-Programme: Office of the HOD						
Outcome	Outputs	Output Indicators	Annual Targets			
			Audited /Actual Performance		Estimated Performance	MTEF Period
			2017/18	2018/19	2019/20	
An ethical, well-coordinated, enabling and capable center of business excellence	Improved departmental performance	% achievement of organisational planned performance targets	79%	88%	100%	100%
						100%

Table 26: Programme 1: KPI – Annual and Quarterly targets

Sub-Programme: Office of the HOD				
Output Indicators	Annual Target	Q1	Q2	Q3
% achievement of organisational targets	100%	100 % Organisational Quarterly targets achieved	100 % Organisational Quarterly targets achieved	100 % Organisational Quarterly targets achieved

Table 27: Corporate Services; Outcomes, Outputs, Performance Indicators and Targets

Sub-Programme: Corporate Services									
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	
An ethical, well-coordinated, enabling and capable center of business excellence	Improved staff performance levels	% compliance to PMDS framework	New Indicator	New Indicator	New Indicator	100%	100%	100%	100%
	% disciplinary procedures completed within 90 days	% disciplinary procedures completed within 90 days	New Indicator	New Indicator	New Indicator	100%	100%	100%	100%

Table 28: Corporate Services: KPI – Annual and Quarterly targets

Sub-Programme: Corporate Services		Annual and Quarterly targets			
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% average staff performance levels	100%	100% performance agreements concluded within stipulated time	100% Annual assessments moderated for SL 1-12	100% Mid-term reviews concluded across all levels.	100% implementation of assessment for SMS

Sub-Programme: Corporate Services				
Output Indicators	Annual Target	Q1	Q2	Q3
		lines. 100% annual assessments concluded within the stipulated timelines for SL 1-12		Annual assessments concluded for SMS
% disciplinary procedures completed within 90 days	100%	100%	100%	100%

Sub-Programme: Financial Management

Table 29: Financial Management : Outcomes, Outputs, Performance Indicators and Targets

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
An ethical, well-coordinated, enabling and capable centre of business excellence	Implement effective and efficient financial management systems to achieve clean audit	Auditor General audit outcome	Unqualified with emphasis	Unqualified with emphasis	Unqualified with emphasis	Unqualified (no matters)	Unqualified (no matters)	Unqualified (no matters)	Unqualified
		% decline in irregular expenditure	New Indicator	New Indicator	New Indicator	50%	75%	90%	90%
		% of creditor payments within 30 days of receipt of compliant invoice	New Indicator	99.8%	99%	100%	100%	100%	100%
		%of the value of goods and services to be procured from	New Indicator	New Indicator	New Indicator	80%	85%	90%	90%

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		
		designated groups as per PPP.									
	Improved ICT efficiencies and framework compliance	% compliance with the ICT Governance System and Framework	New Indicator	New Indicator	New Indicator	60%	70%	80%	90%		

Table 30: Financial Management: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Auditor General audit outcome	Unqualified (no matters)	Audit in process	Unqualified (no matters) Audit report finalisation	Not applicable	Not applicable
% decline in irregular expenditure	75%	10%	25%	15%	10%

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of creditor payments within 30 days of receipt of compliant invoice	100%	100%	100%	100%	100%
% of the value of goods and services to be procured from designated groups as per PPP.	85%	85%	85%	85%	85%
% compliance with the ICT Governance System and Framework	70%	70%	70%	70%	70%

Explanation of planned performance over the medium term period

The management of performance is very important to the Department's ability to achieve its objectives. It is important that performance is managed with clear objectives at the beginning, and this approach will assist the Department in ensuring that performance is managed. Equally so, the management of discipline within the stipulated time-frames is critical so that employees do not feel victimised by the process, and it also does not become unfair on the employer to have unending processes. When performance is managed effectively and the necessary discipline instituted, if there is a need, this will ensure that we have an ethical, well-coordinated, enabling and capable centre of business excellence.

The target to award an increasing percentage of procurement to designated groups contributes directly towards achieving the outcomes and impact in the Strategic Plan, aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities. This target ensures that the spending of the Department is contributing directly towards the creation of decent job opportunities, and towards the participation of communities in the Provincial economy, contributing towards an inclusive, diversified and growing economy.

The focus on reduction of irregular expenditure, prompt payment and clean audit, contribute directly to the good governance targets of the Department, including specific consideration of Mpumalanga V2030, building on the strong foundations of a capable civil service, and towards the values described in our strategic focus, specifically Integrity, and Accountability.

The planned performance will contribute towards achieving the Departmental outcome of operating as an ethical, well-coordinated, enabling and capable centre of business excellence.

PROGRAMME 1 RESOURCE CONSIDERATIONS

Budget allocation for programme and sub-programmes as per the EPRE

Table 6.8: Summary of payments and estimates: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Office of MEC	8 141	11 075	13 723	13 185	12 085	11 108	13 010	13 732	13 622
2. Senior Management (HOD)	8 251	7 360	9 127	11 705	7 434	6 870	10 811	11 420	11 800
3. Financial Management	36 762	39 154	42 995	47 234	36 394	37 259	45 566	49 990	53 420
4. Corporate Services	35 761	35 330	35 201	39 876	31 326	32 219	39 079	39 552	39 658
Total payments and estimates: Programme 1	88 915	92 919	101 046	112 000	87 239	87 456	108 466	114 694	118 500

Table 6.9: Summary of provincial payments and estimates by economic classification: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Current payments	85 156	89 342	96 221	106 861	83 331	83 638	104 334	110 933	113 537
Compensation of employees	60 635	63 347	66 242	73 710	60 827	62 459	73 217	76 166	77 841
Goods and services	24 521	25 995	29 979	33 151	22 504	21 179	31 117	34 767	35 696
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	184	142	1 599	551	520	430	558	571	583
Provinces and municipalities	-	7	194	20	19	19	29	29	29
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	184	135	1 405	531	501	411	529	542	554
Payments for capital assets	3 575	3 435	3 226	4 588	3 388	3 388	3 574	3 190	4 380
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	3 575	3 435	3 216	4 588	3 388	3 388	3 574	3 190	4 380
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	10	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification: Programme 1	88 915	92 919	101 046	112 000	87 239	87 456	108 466	114 694	118 500

PROGRAMME 2: INTEGRATED ECONOMIC DEVELOPMENT SERVICES

4.2 Programmes 2 – Integrated Economic Development Services

The purpose of the programme is to stimulate economic growth through the promotion of HDI stimulate economic growth in the Province

Sub Outcome 2: *The productive sectors account for a growing share of production and employment, exports are diversified, African regional development is accelerated, the carbon intensity of growth is reduced, knowledge and technology support increasingly inclusive and dynamic growth, and the organs of the state improve their alignment in support of employment-creating growth.*

9.2 Programme 2: Integrated Economic Development Services

Purpose of the Programme:

The purpose of the programme is to stimulate economic growth through the promotion of HDIs and stimulate economic growth in the Province

The Programme consist of the following sub-Programmes:

- Enterprise Development
- Economic Empowerment
- Local Economic Development

Table 31: Enterprise Development: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period	
			Audited /Actual Performance		Estimated Performance			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Inclusive, diversified and growing economy	Co-operatives in three District municipalities facilitated to formalise Waste Management.	Number of Cooperatives and SMMEs participating in Waste Management	New Indicator	New Indicator	New Indicator	6 Cooperatives 3 SMMEs	6 Cooperatives 6 SMME's	6 Cooperatives 6 SMME's
	Targeted support for SMMEs in the Textile Sector in Mpumalanga on Business infra-structure and access to markets	Number of women and Youth owned Textile SMMEs companies benefited	New Indicator	New Indicator	New Indicator	New Indicator	<ul style="list-style-type: none"> 10 women supported with business infrastructure and loans 10 youth supported with loans 	25
	Automotive Aftermarket targeted support	Number of Automotive-Aftermarket	New Indicator	New Indicator	New Indicator	New Indicator	10 Automotive Aftermarket SMMEs	10

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
	for Mechanics , exhaust installers and tyre installers.	for Mechanics , exhaust installers and tyre installers supported .						supported with infrastructure , lines of credit and operational skills.		

Table 32: Enterprise Development: KPI – Annual and Quarterly targets KPI

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Cooperatives and SMMEs participating in Waste Management	6 Cooperatives 6 SMME's	Not applicable (Refer to AOP activities)	Not applicable (Refer to AOP activities)	6 cooperatives	6 SMME's
Number of women and Youth owned Textile SMMEs companies benefited	<ul style="list-style-type: none"> 10 women supported with business 	Consultation with the DFIs and Commercial Banksfor Input on the Proposed Mpumalanga Covid 19	Develop grant and loan application material. Publisize the Scheme .	10 women in textile manufacturing supported with business infrastructure and loans	Monitoring and evalution of the scheme .

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
	infrastructure and loans <ul style="list-style-type: none"> 10 youth supported with loans 	Scheme and develop criteria. Facilitate approval of the schem.		10 youth in textile manufacturing supported with loans.	Draft outcome report on the scheme .
Number of Automotive- Aftermarket for Machanics , exhaust installers and tyre installers supported .	10 Automotive Aftermarket SMMEs supported with infrastructure , lines of credit and operational skills.	Consultation with township and black owned automotive establishments and compile a data base of qualifying businesses. Conduct a needs analysis	Support the selected SMMEs to develop own operational constitution.	Procure infrastructure for 10 After market SMMEs and publicize change circumstances for the SMMEs	Monitoring and evaluation of the scheme . Draft outcome report on the scheme .

Table 33: Economic Empowerment: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period	
			Audited /Actual Performance		Estimated Performance			
			2017/18	2018/19			2021/22	2023/24
Inclusive, diversified and growing economy	Black empowered companies participating in green economy	Number of black empowered companies participating in green economy	New Indicator	New Indicator	2		4	4
	Manufacturing companies participating in BI programme	Number of manufacturing companies participating in BI programme	New Indicator	New Indicator	2		4	5
	Black existing companies funded to participate in the mining value chain	Number of black existing companies funded to participate in the mining value chain	New Indicator	New Indicator	2		4	4

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period	
			Audited /Actual Performance		Estimated Performance		2022/23	2023/24
			2017/18	2018/19				
	Black owned companies participating in the tourism sector	Number of black owned companies participating in the tourism sector	New Indicator	New Indicator	New Indicator	2	3	3

Table 34: Economic Empowerment: KPI – Annual and Quarterly targets KPI

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of black empowered companies participating in green economy	4	1	1	1	1
Number of manufacturing companies participating in BI programme	4	1	1	1	1

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of black existing companies funded to participate in the mining value chain	4	1	1	1	1
Number of black owned companies participating in the tourism sector	3	Not applicable (Refer to AOP activities)	1	1	1

Table 35: Local Economic Development: Outcomes, Outputs, Performance Indicators and Targets

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
Inclusive, diversified and growing economy	Municipalities supporting SMMEs to participate in the mainstream waste management industry (Green Economy)	Number of municipalities assisted to support SMMEs in the waste management industry	New Indicator	New Indicator	New Indicator	2	6	6	3
	Reduced cost of doing business by municipalities for	Number of municipalities supported to reduce the cost of doing by SMMEs	New Indicator	New Indicator	New Indicator	2	4	4	5

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	
	SMMEs. (Manufacturing sector)										
	Business infrastructure provided (Factory space & Industrial Parks, electricity, water, land, road networks), (Manufacturing sector)	Number of business infrastructure provided.	New Indicator	New Indicator	New Indicator	1	3	3	6		
	LED Forums supported in municipalities for the benefit of SMMEs/Co-ops in the mining sector value chains	Number of LED Forums supported.	New Indicator	New Indicator	New Indicator	1	4	3	6		

Table 36: Local Economic Development: KPI – Annual and Quarterly targets KPI

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of municipalities assisted to support SMMEs in the waste management industry	6	Not applicable (Refer to AOP activities)	2	2	2

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of municipalities supported to reduce the cost of doing by SMMEs	4	1	1	1	1
Number of municipalities supported to provide business infrastructure.	3	Not applicable (Refer to AOP activities)	1	1	1
Number of LED Forums supported.	4	1	1	1	1

Explanation of planned performance over the medium term period

The Integrated Economic Development Services contributes in the achievement of an Inclusive Green Economy, Mining industry, and a diversified and growing manufacturing sector through Enterprise Development and the Empowerment of Previously disadvantaged communities. This is to ensure economic inclusivity and to address the triple challenges of inequality, poverty and unemployment in the Province.

The sub-programme Economic Empowerment outputs are geared towards achieving the outcome which is "Inclusive, diversified and growing economy" by focusing on increasing the number of participation of black-owned companies, including women, youth and people with disabilities, in the key sectors of manufacturing, green-economy and Tourism. Given the limited resources available, the focus is given on ensuring that black entrepreneurs participate meaningfully in the mainstream of the economy by increasing the number of black manufacturing businesses benefiting from the Black industrialist Programme (BIP).

In order to intervene in creating sustainable small businesses, particularly in the focus areas of the Green Economy, Manufacturing and opportunities in Mining Value Chains, it is necessary to optimise the utilisation of resources, coordination and alignment of strategies, and through collaborative thinking and effort, to ensure a positive effect on the support ecosystem.

PROGRAMME 2 RESOURCE CONSIDERATIONS

Budget allocation for programme and sub-programmes as per the EPRE

Table 6.10: Summary of payments and estimates: Integrated Economic Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. CD:Office Support	1 622	1 825	2 107	1 949	1 949	1 949	2 056	2 255	2 364
2. Enterprise Development	487 841	487 184	341 091	612 992	439 711	440 906	591 728	609 320	481 125
3. Local Economic Development	5 928	6 824	7 873	7 630	6 740	6 041	6 652	6 786	7 852
4. Economic Empowerment	3 955	6 166	4 433	5 329	4 273	4 518	5 517	5 792	5 799
5. Regional Directors	29 379	30 653	32 500	35 904	27 075	32 317	35 660	36 402	33 939
Total payments and estimates: Programme 2	528 725	532 652	388 004	663 804	479 748	485 731	641 613	660 555	531 079

Table 6.11: Summary of provincial payments and estimates by economic classification: Integrated Economic Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Current payments	51 745	69 636	60 336	64 818	51 242	56 225	62 371	64 109	64 210
Compensation of employees	25 832	27 895	29 579	31 534	28 234	29 012	29 804	31 004	33 345
Goods and services	25 913	41 741	30 757	33 284	23 008	27 213	32 567	33 105	30 865
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	169 980	191 524	202 255	241 803	221 323	222 323	237 320	249 789	264 776
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	169 980	191 457	201 923	241 803	221 323	222 323	237 320	249 789	264 776
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	67	332	-	-	-	-	-	-
Payments for capital assets	307 000	271 492	125 413	357 183	207 183	207 183	341 922	346 657	202 093
Buildings and other fixed structures	307 000	271 498	125 362	357 183	207 183	207 183	341 922	346 657	202 093
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	4	51	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification: Programme 2	528 725	532 652	388 004	663 804	479 748	485 731	641 613	660 555	531 079

Given the limited resources at the disposal of the Programme and Department, the Programme will be limited to the areas of providing support to players in the Green Economy sector within waste management programmes within municipalities; providing entrepreneurship capacity for Township-based manufacturing SMEs, and providing support to SMEs to access procurement opportunities within mining value chains, including business development support. These interventions are focused on contributing to the future viability and sustainability of SMEs in the Province.

PROGRAMME 3: TRADE & SECTOR DEVELOPMENT



9.3 Programme 3: Trade and Sector Development

Purpose of the Programme:

The purpose of the Programme is to support the development of industries within the key economic sectors of the Province, and to create a conducive environment for trade and investment.

The Programme consist of the following sub-Programmes:

- Green Economy
- Manufacturing and Agro-processing sector
- Mining Sector

Table 42: Green Economy: Outcomes, Outputs, Performance Indicators and Targets

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
Inclusive, diversified and growing economy	Renewable energy projects implemented within the industry	% of green economy cluster resolutions and action plans implemented	New Indicator	New Indicator	New Indicator	80%	85%	90%	95%

Table 43: Green Economy: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of green economy cluster resolutions and action plans implemented	85 % Green Economy Cluster resolutions and action plans implemented	Not applicable (Refer to AOP activities)	85 % of Green Economy Cluster resolutions and action plans implemented	Not applicable (Refer to AOP activities)	85 % of Green Economy Cluster resolutions and action plans implemented

Table 44: Manufacturing Industry: Outcomes, Outputs, Performance Indicators and Targets

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
Inclusive, diversified and growing economy	Establishment of the Nkomazi SEZ	Interim Phase of the Nkomazi SEZ implemented	New Indicator	New Indicator	Interim Phase	Interim Phase	Interim Phase	Development Phase	Development Phase
	Establishment of 2 Industrial Technology Parks	Project Phase of Industrial Technology Parks implemented	New Indicator	New Indicator	Project Initiation Phase	Project Initiation Phase	Project Initiation Phase	Development Phase	Development Phase

Table 375: Manufacturing Industry: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Interim Phase of the Nkomazi SEZ implemented	Interim Phase	Finalization of the Statutory Requirements and appointment of SEZ Board facilitated.	Township Establishment concluded.	Commence with erection of the barrier fence/wall.	Site establishment for the installation of the required internal services.
Project Initiation Phase of 2 Industrial Technology Parks implemented	Project Initiation Phase (Forestry)	Finalise Tribunal requirements and processes	Surface rights issue finalised and surveying commenced	General Plan finalised	Township Establishment completed.
	Project Initiation Phase (Petrochemical)	Finalise the opening of the Township Register.	Establishment of the Special Purpose Vehicle	Commence with activities to prepare site for development.	Proceeding with site preparation activities for development.

Table 46: Mining Sector: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period	
			Audited /Actual Performance		Estimated Performance		2021/22	2022/23
			2017/18	2018/19				
Inclusive, diversified and growing economy	Increase in reusable mining water for agricultural purposes	MOU with Mine Water Coordinating Body implemented	New Indicator	New Indicator	2		Implementation of the MOU with the Mine Water Coordinating Body (MWCB)	Implementation of the MOU with the Mine Water Coordinating Body (MWCB)
	Increase in mining land rehabilitated for other purposes	MOU with Minerals Council implemented	New Indicator	New Indicator	2		Implementation of the MOU with the Minerals Council	Implementation of the MOU with the Minerals Council

Table 47: Mining Sector: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
MOU with Mine Water Coordinating Body implemented	Implementation of the MOU with the Mine Water Coordinating Body (MWCB)	Approval of the Economic Development Plan of the Upper Olifants Catchment Area.	Facilitate the implementation of the Economic Development Plan of the Upper Olifants Catchment Area.	Facilitate the implementation of the Economic Development Plan of the Upper Olifants Catchment Area.	Facilitate the implementation of the Economic Development Plan of the Upper Olifants Catchment Area.
MOU with Minerals Council South Africa implemented	Implementation of the MOU with the Minerals Council	MOU and Program of Action with Minerals Council of South Africa concluded.	Coordinate the implementation of the MOU Program of Action.	Coordinate the implementation of the MOU Program of Action.	Coordinate the implementation of the MOU Program of Action.

Explanation of planned performance over the medium term period

To achieve the outcome of Inclusive, diversified and growing economy, the programme will be contribution towards the implementation of the Mpumalanga Economic Reconstruction and Recovery Plan through the following:

- Implementation Mpumalanga Green Economic Development Plan
- Roll out of the Mpumalanga Industrial Development Plan (MIDP) Implementation Road Map
- Economic Development Plan of the Upper Olifants Catchment Area

To support these plans the programme will also focus on the Strategic Initiatives of the Nkomazi SEZ, the Mpumalanga International Fresh Produce Market and including skills development through upscaling of the existing incubation initiatives.

The programme will strengthen partnership with the private sector to support the achievement and realization of the inclusive, diversified and growing economy. Through investment into Economic Infrastructure Projects, trade and export opportunities for business and SMMME's will be developed to growth the provincial economy.

PROGRAMME 3 RESOURCE CONSIDERATIONS

Budget allocation for programme and sub-programmes as per the EPRE

Table 6.12: Summary of payments and estimates: Trade and Sector Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. CD:Office support	1 595	1 738	1 910	2 095	1 895	1 598	2 010	2 416	2 532
2. Trade and Investment Promotion	2 999	3 493	3 651	5 540	4 340	3 657	4 806	4 993	6 623
3. Sector Development	8 560	9 640	10 214	14 037	12 772	11 708	12 797	10 805	13 617
4. Strategic Initiatives	2 269	1 783	2 309	2 809	3 207	2 946	12 863	14 005	13 149
5. Sector Specialists	-	-	-	-	-	-	-	-	-
Total payments and estimates: Programme 3	15 423	16 654	18 084	24 481	22 214	19 909	32 476	32 219	35 921

Table 6.13: Summary of provincial payments and estimates by economic classification: Trade and Sector Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20		2020/21		2021/22	2022/23	2023/24
Current payments	13 144	14 879	16 132	24 481	19 523	17 218	32 476	32 219	35 921
Compensation of employees	10 788	11 560	12 830	14 216	13 151	12 892	14 122	14 695	15 375
Goods and services	2 356	3 319	3 302	10 265	6 372	4 326	18 354	17 524	20 546
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	2 279	1 775	1 901	-	2 691	2 691	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	2 279	1 775	1 901	-	2 691	2 691	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	51	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	51	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification: Programme 3	15 423	16 654	18 084	24 481	22 214	19 909	32 476	32 219	35 921

PROGRAMME 4: BUSINESS REGULATION & GOVERNANCE

9.4 Programme 4: Business Regulation and Governance

Purpose of the Programme:

The purpose of Programme is to ensure an equitable, socially responsible business environment that allows fair trade and the protection of consumer rights.

The Programme consist of the following sub-Programmes:

- Consumer Protection
- Business Regulation

Table 388: Consumer Protection: Outcomes, Outputs, Performance Indicators and Targets

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
Inclusive, diversified and growing economy	Consumer cases reduced	% of consumer cases resolved within specified timeframes	98 %	100%	90%	80%	80%	100%	100%
					resolved consumer cases received and advisory services provided				

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		
					Received cases:1130 Resolved cases: 1121						
		Number of Consumer Awareness and Education programs	756	600	574	234	400	600	650		

Table 48: Consumer Protection: Outcomes, Outputs, Performance Indicators and Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of consumer cases resolved within specified timeframes	80%	80%	80%	80%	80%
Number of Consumer Awareness and Education programs	400	80	120	120	80

Table 49: Business regulation: KPI – Annual and Quarterly targets KPI

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
Inclusive, diversified and growing economy	Regulated business environment	Number of reviewed Business Licensing, Gambling and Liquor policies	2	3	1	4	2	2	3

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period	
			Audited /Actual Performance		Estimated Performance	2020/21	2021/22	2022/23
			2017/18	2018/19	2019/20			
		and guidelines						

Table 49: Programme 4: KPI – Annual and Quarterly targets (Sub-programme Business Regulation)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of reviewed Business Licensing, Gambling and Liquor policies and guidelines	2	Not applicable (Refer to AOP activities)	Not applicable (Refer to AOP activities)	1	1

Explanation of planned performance over the medium term period

The focus will be on strengthening the support and capacity building of Municipalities with regards to the implementation of By-laws and compliance thereof.
The reviews of legislation and policy will be driven from a national and provincial perspective; these will include the most relevant and necessary policy changes.

PROGRAMME 4 RESOURCE CONSIDERATIONS

Budget allocation for programme and sub-programmes as per the EPRE

Table 6.14: Summary of payments and estimates: Business Regulation and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. CD: Office Support	1 528	1 704	2 474	1 926	1 126	1 612	2 032	2 259	2 367
2. Consumer Protection	11 287	11 875	12 583	14 244	12 879	12 459	13 964	14 533	16 150
3. Regulation Services	90 226	100 826	98 651	103 922	94 922	94 859	121 812	111 694	113 088
Total payments and estimates: Programme 4	103 041	114 405	113 718	120 092	108 927	108 930	137 808	128 486	131 605

Table 6.15: Summary of provincial payments and estimates by economic classification: Business Regulation and Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20		2020/21		2021/22	2022/23	2023/24
Current payments	16 855	18 095	19 162	21 323	18 958	18 871	21 007	22 162	24 160
Compensation of employees	14 858	16 439	17 161	18 596	16 831	17 442	18 593	19 348	21 111
Goods and services	1 997	1 656	2 001	2 727	2 127	1 429	2 414	2 814	3 049
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	86 186	96 310	94 556	98 769	89 969	90 059	116 801	106 324	107 445
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	86 186	96 310	93 855	98 769	89 969	89 969	116 801	106 324	107 445
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	701	-	-	90	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification: Programme 4	103 041	114 405	113 718	120 092	108 927	108 930	137 808	128 486	131 605

PROGRAMME 5: ECONOMIC PLANNING

9.5 Programme 5: Economic Planning

Purpose of the Programme:

The Programme is responsible for provision of economic policy direction and strategies, in addition to conducting research on the provincial economy, to inform strategy development.

The Programme consist of the following sub-Programmes:

- Policy & Planning
- Research and Development
- Knowledge Management
- Monitoring and Evaluation
- Economic Analysis

Table 50 :Economic Policy and Planning: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited /Actual Performance				Annual Targets				MTEF Period	
							Estimated Performance					
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			
An economic ally	Integrated economic developme	Number of reports on policy	3 plans on Green economy initiatives	The implementation plan of Industrial Symbiosis	Assessment of the 3 Biogas pilot projects conducted:	Establishment of the Provincial	4 reports on identified	4 reports on identified and implemented	4 reports on identified and implemented			

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period			
			Audited /Actual Performance		Estimated Performance					
			2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24
informed and responsive client	nt policy directives	directives produced	developed coordinated.	Programme in the Province was coordinated and report produced <ul style="list-style-type: none">Mpumalanga Industrial Symbiosis Program concept developed	<ul style="list-style-type: none">MOU signed with Green Cape to deal with all forms of renewable s.A closing out event hosted and an assessment report done in collaboration with USAID-LED	Green Cluster	and implemented initiatives on Green Economy and policy briefs	initiatives on Green Economy and policy briefs	initiatives on Green Economy and policy briefs	
			Report on the Implementation of the of Mpumalanga Industrial Symbiosis Programme							

Outcome	Outputs	Output Indicators	Annual Targets					MTEF Period	
			Audited /Actual Performance		Estimated Performance	2020/21	2021/22	2022/23	2023/24
			2017/18	2018/19	2019/20				
					3 Mpumalanga Industrial Symbiosis events hosted and reports produced in collaboration with NCPC				
	Integrated economic development strategies/plans	Number of reports on economic development strategies/plans produced	Implementation of biogas pilot projects implemented	1 provincial integrated sector strategy and plan developed: (Forestry Sector	1 provincial integrated sector strategy developed	1 refined provincial implementation framework on Green Economy developed	1 updated Green Economy Plan to include "Just Transition"	1 provincial integrated sector strategies/plans developed/revied	1 provincial integrated sector strategies/plans developed/revied

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period	
			Audited /Actual Performance		Estimated Performance	2020/21	2021/22	2022/23
			2017/18	2018/19				
				development strategy)				

Table 51: Economic Policy and Planning: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of reports on policy directives produced	4 reports on identified and implemented initiatives on Green Economy and policy briefs	1 report on Green Economy steering committee on identified and implemented initiatives and policy briefs	1 report on Green Economy steering committee on identified and implemented initiatives and policy briefs	1 report on Green Economy steering committee on identified and implemented initiatives and policy briefs	1 report on Green Economy steering committee on identified and implemented initiatives and policy briefs
Number of reports on economic development strategies/ plans produced	1 provincial integrated sector strategies/plans developed/reviewed	Stakeholders consultation on the Green Economy Plan	Update the Green Economy Plan with a chapter focusing on the "Just Transition"	Roundtable on the provincial incentive package of the province	Incentive manual of the province developed.

Table 52: Knowledge Management: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets				MTEF Period		
			Audited /Actual Performance		Estimated Performance				
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Inclusive, diversified and growing economy	Updated geo-database of MEGDP priority projects	Updated geo-database of MEGDP priority projects in Mpumalanga	Information on projects and their spatial locations available as input to an updated statistical database and GIS information for MEGDP priority initiatives	Statistical database and GIS information for MEGDP priority initiatives produced and updated	Updated statistical database and GIS information for MEGDP priority initiatives produced	Updated geo-database of MEGDP priority projects in Mpumalanga	Updated geo-database of MEGDP priority projects in Mpumalanga	Updated geo-database of MEGDP priority projects in Mpumalanga	

Table 53: Knowledge Management: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Updated geo-database of MEGDP priority projects in Mpumalanga	Updated geo-database of MEGDP priority projects in Mpumalanga	Not applicable (Refer to AOP activities)	Not applicable (Refer to AOP activities)	Not applicable (Refer to AOP activities)	Updated geo-database of MEGDP priority projects in Mpumalanga on MEGDP priority projects in Mpumalanga

Table 54: Economic Analysis: Outcomes, Outputs, Performance Indicators and Targets

[illegible]

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		
	al, provincial and municipal planning, policy, strategy and budget processes	reports compiled									
		Number of updated Socio-Economic Review and Outlook (SERO) reports completed and communicated	2 updated SERO reports completed and communicated	2 updated SERO reports completed and communicated	2 updated SERO reports completed and communicated	2 updated SERO reports completed and communicated	2 updated SERO reports completed and communicated	2 updated SERO reports completed and communicated	2 updated SERO reports completed and communicated		

Table 55: Economic Analysis: KPI – Annual and Quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Provincial Economic Review and Outlook (PERO) reports compiled	1 PERO report compiled	Not applicable	Not applicable	Not applicable	1 PERO report compiled
Number of updated Socio-Economic Review and Outlook (SERO) reports completed and communicated	2 updated SERO reports completed and communicated	Not applicable	1 updated SERO report completed and communicated	Not applicable	1 updated SERO report completed and communicated

Explanation of planned performance over the medium term period

The Medium Term Strategic Framework focuses on strategic areas with huge potential of contributing towards achieving the Outcome of inclusive, diversified and growing economy as well as Government priority no 2 on economic transformation and job creation, that will lead to the creation of more jobs for the people of Mpumalanga, particularly the youth and women.

To achieve the outcome of inclusive, diversified and growing economy, the Department must focus on the development and implementation of strategies that are informed by the latest and relevant economic analysis and research. Therefore, the following outputs will contribute towards achievement of the outcomes aligned to the mandate of the Department:

- Ensure a coordinated approach towards implementing the MIDP as the fourth pillar of the MEGDP and priority two of the economic reconstruction and recovery plan.

- Establish a credible output based system that will give a detailed account of business and employment in the province.
- Build economic and business intelligence system and capacity in the provincial government to track high impact economic interventions.
- Build a foundation for evidence based strategy development.
- Ensure that monitoring and evaluation officials are capacitated to carry out their tasks so as to enable us to give effect to the mandate of establishing a monitoring and evaluation framework and capacity for high impact economic development projects.
- Conduct socio-economic research to inform the Departmental, municipal and provincial planning, policy, strategy and budget processes.
- Provide a sound analysis on the provincial economy to guide the economic strategy of and response by the Province.
- Ensure specialist skills development and training is provided; including strategy, research, GIS, M&E and economic analysis, to relevant officials in the department.
- Participate in identified sector fora and round tables to promote and facilitate dialogue on employment, growth and development within the province.
- Support implementation of the green economy cluster resolutions.

PROGRAMME 5 RESOURCE CONSIDERATIONS

Budget allocation for programme and sub-programmes as per the EPRE

R thousand	Outcome				Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20	2019/20				2021/22	2022/23	2023/24
1. Cd: Office Support	1 562	1 812	2 127	2 127	1 858	1 858	1 708	2 160	2 250	2 359
2. Economic Policy and Planning	2 901	3 401	3 020	3 020	3 894	2 282	2 885	3 470	3 813	3 999
3. Research and Development	1 041	1 220	1 137	1 137	1 294	1 044	815	1 265	1 330	1 194
4. Knowledge Management	3 421	4 706	3 810	3 810	4 100	4 055	3 855	4 824	4 931	4 548
5. Monitoring and Evaluation	2 229	2 803	3 228	3 228	2 974	2 974	2 845	3 377	3 524	3 369
6. Economic Analysis	4 281	4 668	4 759	4 759	5 420	5 420	4 525	5 234	5 362	5 835
Total payments and estimates: Programme 5	15 435	18 610	18 081	18 081	19 540	17 633	16 633	20 330	21 210	21 304

Table 6.17: Summary of provincial payments and estimates by economic classification: Economic Planning

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Current payments	15 435	18 610	18 042	19 540	17 633	16 633	20 330	21 210	21 304
Compensation of employees	13 041	14 486	15 768	16 350	14 738	15 308	16 966	17 685	17 820
Goods and services	2 394	4 124	2 274	3 190	2 895	1 325	3 364	3 525	3 484
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	39	-	-	-	-	-	-
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	39	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification: Programme 5	15 435	18 610	18 081	19 540	17 633	16 633	20 330	21 210	21 304

PROGRAMME 6: TOURISM

9.6 Programme 6: Tourism

Purpose of the Programme:

The Purpose of the Programme is to ensure tourism sector policy development, regulation and compliance and promotion of sector transformation in the Province.

The Programme consist of the following sub-Programmes:

- Tourism Planning
- Tourism Sector Transformation

Table 56: *Tourism Planning: Outcomes, Outputs, Performance Indicators and Targets*

Outcome	Outputs	Output Indicators	Annual Targets				
			Audited /Actual Performance		Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22
Inclusive, competitive and sustainable tourism industry	Expand new entrants in the tourism industry with majority of black ownership	Number of Tourism Structures coordinated	New Indicator	New Indicator	New Indicator	15	10
							10
							10

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
	Destination enhancement and route development to diversify product offering and enhance visitor experience	Number of new strategic tourism projects facilitated to enhance visitor experience	New Indicator	New Indicator	New Indicator	1	1 x Heritage Tourism project implemented	2 x New strategic tourism projects facilitated	3 x New strategic tourism projects facilitated
	visitor experience	Barberton Makhonjwa Mountain WHS implemented	New Indicator	New Indicator	4 x Barberton Makhonjwa Mountain WHS M & E Reports produced	4 x Barberton Makhonjwa Mountain WHS M & E Reports produced	Barberton Makhonjwa Mountain WHS operationalised	Barberton Makhonjwa Mountain WHS operationalised	Barberton Makhonjwa Mountain WHS operationalised

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20				
		Number of Tourism Policies and plans developed to grow the tourism sector in the Province	New Indicator	New Indicator	New Indicator	1 x plan developed (Covid 19 Mpumalanga Tourism Recovery Plan)	Mpumalanga Tourism Bill and submitted to EXCO for further processing and approval	2022/23	2023/24
								2	2

Table 57: Tourism Planning: KPI – Annual and Quarterly targets KPI

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Tourism Structures coordinated	10	3	3	2	2
Number of new strategic tourism projects facilitated to enhance visitor experience	1 x Railway and Heritage Tourism project implemented	Establishment of working committees to deal with all aspects of development proposal	Finalisation of Technical operation Agreement with Transnet and	Establishment of Rail Concessions Management Agency	Experimental Train rolled out (project Pre-Launch)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Barberton Makhonjiwa Mountain WHS implemented	Barberton Makhonjiwa Mountain WHS operationalised	Appointment and or delegation of the Management Authorities for the BMM WHS	Service Agreement concluded with the appointed Management Authority	Activation of the Project Management Committee (PMC)	M & E report produced on the implementation of the BMM WHS
Number of Tourism Policies and plans developed to grow the tourism sector in the Province	Mpumalanga Tourism Bill finalised and submitted to EXCO for further processing and approval	Final Tourism Bill drafted	Submission of the Tourism Bill to state Law Advisors	Submission of the Tourism Bill for EXCO approval to publish for public comment	Tabling the Tourism Bill at the Provincial Legislature

Table 58: Tourism Sector Transformation: Outcomes, Outputs, Performance Indicators and Targets

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
Inclusive, competitive and sustainable tourism industry	Transformation of the Tourism Sector	Number of Tourism Capacity Building programmes implemented	New Indicator	New Indicator	New Indicator	New Indicator	2 x Tourism Capacity Building programme implemented: <ul style="list-style-type: none">• Tourism SMMEs training programme• Tourism Careers programme	4	5
		Number of Local Government Tourism Support programme implemented	New Indicator	New Indicator	New Indicator	New Indicator	2 x Local Government Tourism support programmes implemented: <ul style="list-style-type: none">• Implementation of the activities of the Tourism Blueprint document (coordination of the	4	5

Outcome	Outputs	Output Indicators	Annual Targets					MTEF Period	
			Audited /Actual Performance		Estimated Performance	2021/22	2022/23	2023/24	
			2017/18	2018/19	2019/20	2020/21			
							Local Government Tourism Summit) • Development of Tourism Plans/strategies for prioritised municipalities (Gert Sibande & Nkangala Local Municipalities)		

Table 59: Tourism Sector Transformation: KPI – Annual and Quarterly targets KPI

Output Indicators	Annual Target	Q1				Q2		Q3		Q4	
		2	x	Capacity Building programme implemented:	Tourism capacity programme implemented	SMMes building	Nil	Tourism Careers Expo implemented	Nil		
Number of Tourism Capacity Building programmes implemented											

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
	<ul style="list-style-type: none"> • Tourism SMMEs training programme • Tourism Careers programme 				
Number of Local Government Tourism Support programme implemented	<p>2 x Local Government Tourism support programmes implemented:</p> <ul style="list-style-type: none"> • Implementation of the activities of the Tourism Blueprint document (coordination of the Local Government 	Development of Terms of Reference for Local Municipal Tourism Plans	<ul style="list-style-type: none"> • Appointment of Service Provider to develop the tourism plans for the prioritised municipalities in Gert Sibande and Nkangala Local Municipalities • Local Government Tourism Summit coordinated 	Stakeholder engagement on the development of the Local Municipal Tourism Plans	Finalisation of the draft Tourism plan

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
	Tourism Summit) • Development of Tourism Plans/strategies for prioritised municipalities (Gert Sibande & Nkangala Local Municipalities)				

Explanation of planned performance over the medium term period

The 5 outputs identified above, in the Annual Performance Plan, will directly contribute to the achievement of the overall Outcome of the Programme, which is an *Inclusive, competitive and sustainable tourism industry*. The other outputs relating, particularly to marketing, as identified in the strategic document, but not forming part of this APP will be delivered by the Mpumalanga Tourism Agency (MTPA), which is the implementing agent of the Department, in terms of the tourism mandate.

To create an inclusive, competitive and sustainable tourism industry within the Province, the Department must focus on the following strategies during the next five years:

- Capacitate and development of tourism safety monitors;
- Develop and implement the MIS that will provide economic activity information at Provincial level (link with National project with municipal info desk);
- Implementation of the Rural and Township Tourism Development Plan;
- Implement the Tourism Collaboration Framework;
- Build capacity of Local Municipalities;
- Facilitate the Development of Tourism Plans for local municipalities in the Province.

PROGRAMME 6 RESOURCE CONSIDERATIONS

Budget allocation for programme and sub-programmes as per the EPRE

Table 6.18: Summary of payments and estimates: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Tourism	358 308	383 648	395 063	413 151	393 128	392 373	413 970	430 084	450 418
Total payments and estimates: Programme 6	358 308	383 648	395 063	413 151	393 128	392 373	413 970	430 084	450 418

Table 6.19: Summary of provincial payments and estimates by economic classification: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Current payments	4 163	4 715	5 189	5 593	5 120	4 365	5 673	5 920	6 104
Compensation of employees	3 181	3 542	3 657	4 006	4 006	3 251	3 999	4 165	4 365
Goods and services	982	1 173	1 532	1 587	1 114	1 114	1 674	1 755	1 739
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	354 145	378 933	389 874	407 558	388 008	388 008	408 297	424 164	444 314
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	354 145	378 933	389 874	407 558	388 008	388 008	408 297	424 164	444 314
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification: Programme 6	358 308	383 648	395 063	413 151	393 128	392 373	413 970	430 084	450 418

10. Updated Key Risks

Table 39: Updated Risks and mitigation activities

Outcome	Key Risks	Risk Mitigation
Inclusive, diversified and growing economy	<ul style="list-style-type: none"> • Inadequate funding • Jobless economic growth (Not labour intensive) • Labour and social unrest • Inadequate skilled workforce <ul style="list-style-type: none"> • Lack of buy-in into the green economy opportunities • Load shedding • Corruption <ul style="list-style-type: none"> • Labour and social unrest • Inadequate skilled workforce 	<ul style="list-style-type: none"> • Partnerships and alternative funding prioritisation of funding. Implementation of incentives • Targeting labour intensive projects • Creation of more employment opportunities benefitting communities Provision of relevant training and skills development for green economy needs • Create awareness and obtain support from all stakeholders into the green economy strategy and interventions • Promoting a more diversified energy mix in the energy provisioning in SA • Strengthen sound governance practices and principles within government • Creation of more employment opportunities benefitting communities • Skills development and relevant training • Leverage and accessing national available funding for infrastructure development. Attract private sector investment into infrastructure for economic growth


Outcome	Key Risks	Risk Mitigation
	<ul style="list-style-type: none"> • Lack of capital funding for economic infrastructure • Cheap labour due to influx of immigrants from neighbouring countries • Decline in coal powered power stations • Negative rating by rating agencies 	<ul style="list-style-type: none"> • Engage with relevant authorities to enforce labour laws relating to fair employment practices • Source alternatives markets for coal products produced • As the ratings will impact employment, new employment opportunities need to be investigated and explored
Inclusive, competitive and sustainable tourism industry	<ul style="list-style-type: none"> • Poor service delivery and infrastructure prevents tourism growth within the rural and township areas • Tourist safety and corruption. Knowledge of tourism safety monitors on the local or provincial tourism • Inadequate funding of tourism promotion in the province • Uncoordinated interventions by different government agencies/departments and private sector • Maintenance of tourism attractions (infrastructure) • Unsettled land claims prevent tourism growth 	<ul style="list-style-type: none"> • Coordinate with other spheres of government to improve service delivery and infrastructure provisioning • Implementation of the Tourism safety strategy and development of tourism safety monitors • Lobby at provincial and national level with various stakeholders to obtain funding for tourism promotion • Intensified coordination of tourism promotion in the province (establishment of tourism stakeholder forum) • Lobby with relevant authorities to prioritise and allocate funding for the adequate maintenance of tourism and heritage infrastructure • Engage with relevant authorities to settle land claims to


Outcome	Key Risks	Risk Mitigation
An ethical, well-coordinated, enabling and capable center of business excellence	<ul style="list-style-type: none"> Poor institutional culture. Poor internal control environment. Reputational damage. Non-compliance to applicable legislation and regulations Inadequate financial management and controls. Increased litigations. Inadequate human resources capacity. Poor leadership Inadequate service delivery model. 	<p>facilitate tourism development</p> <ul style="list-style-type: none"> Develop culture improvement plans and institutionalize team building and productivity programmes. Manage social media platforms. Manage Presidential Hotline issues. Respond to media enquiries promptly. Monitor compliance to applicable laws and regulations. Implement financial controls and monitor improvements. Manage litigation costs by performing cost analysis prior to pursuing legal cases. Enhance reporting to Governance Structures. Workplace Skills Plan will be based on training needs identified by programme managers. Update staff retention policy. Quarterly analysis of vacated positions to be provided to management. Upskill current workforce. Skills profile should be performed. Obtain approval of organogram. Appoint skilled personnel in vacant positions. Ensure that the Batho Pele Committee is effective. Perform analysis on feedback from service recipients.

11. Public Entities

The following table provides a narrative overview of the Public Entities of the Department, reflecting their mandate, strategic outcomes and budget allocations:

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Mpumalanga Economic Growth Agency 	<ul style="list-style-type: none"> To promote trade and investment in Mpumalanga To provide funding in respect of approved enterprise development focusing primarily on the disadvantaged individuals in Mpumalanga To develop property including the granting of housing loans in Mpumalanga to deliver massive infrastructure in Mpumalanga 	<ul style="list-style-type: none"> Increased implementation of suitable high impact investment opportunities in the province by injecting own funds Increased implementation of suitable high impact investment opportunities in the province by working closely with partner investors <p>Increased access to export trade opportunities for MP companies</p>	222 303

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
<p>Mpumalanga Tourism and Parks Agency</p> 	<ul style="list-style-type: none"> To provide for the sustainable development and improvement of the tourism industry in Mpumalanga 	<ul style="list-style-type: none"> Increased jobs Increased tourism growth Transformation of the tourism industry Growth and effective management of sustainable protected area network Effective and sustainably managed ecosystems, species and heritage resource across the Province Improved wildlife crime enforcement and compliance Effectively managed Barberton Mkhonjwa World Heritage Site Improved contribution to societal transformation through sustainably utilized natural resources Increased own revenue generation for financial sustainability Inclusive economic growth 	368 008

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
<p>Mpumalanga Economic Regulator</p> 	<ul style="list-style-type: none"> • Continue to regulate the Gambling Industry as per its founding Act • Promote responsible gambling in the Province • Attempt to license the 4th Casino within the next 5 years • Provide for the regulation of the micro-manufacturing and retail sale of liquor • Regulate own revenue generation • Reduce the socio-economic and other related cost of alcohol abuse • Provide for public participation in the consideration of applicant for registration 	<ul style="list-style-type: none"> • Safe and Conducive living, working and tourism environment • Improved Revenue generation through management and systems • Transformation of Industry • Accountable administration and management • Suitable applicants and licensees • Compliant gambling operations and equipment • Complete and accurately paid gambling levies • Effective and efficient gambling and liquor legislation as well as good corporate governance • Efficient and effective human resources and financial management • Improved Communications, IT and records management • Transformation and sustainability of the gambling and liquor industries • ? 	<p>89 969</p>

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
	<ul style="list-style-type: none"> Promote the development of a responsible and sustainable retails and micro-manufacturing liquor industry in a manner that facilitates the entry of new participants into the industry; diversity ownership in the industry and an ethos of social responsibility in the industry 		

Table 6.6: Summary of departmental transfers to public entities

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Mpumalanga Economic Growth Age	169 980	191 457	201 923	241 803	222 323	222 303	237 320	249 789	264 776
Mpumalanga Economic Regulabr	64 507	96 310	93 855	98 769	89 969	89 969	116 801	106 324	107 445
Mpumalanga Tourism and Parks Bc	354 145	378 933	389 874	407 558	368 008	368 008	408 297	424 164	444 314
0	21 679	-	-	-	-	-	-	-	-
Total	610 311	666 700	685 652	748 130	680 300	680 280	762 418	780 277	816 535

12. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
NONE								

13. Public Private Partnerships

PPP	Purpose	Outputs	Current Agreement	Value of	End Date of Agreement
NONE					

Part D: Technical Indicator Descriptions (TID)

Annexure A: Conditional Grants

Table 40: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
Expanded Public Works Programme	To create jobs within the Environment and Cultural Centre	Job Creation and Poverty Reduction	4 058	12 months

Table 6.1: Summary of receipts: Economic Development and Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
Equitable share	1 121 987	1 135 629	1 078 214	1 314 010	1 059 831	1 061 974	1 345 629	1 387 248	1 288 827
Conditional grants	3 505	3 259	3 457	4 058	4 058	4 058	4 034	-	-
<i>Expanded Public Works Programme Integrated Grant for Provinces</i>	3 505	3 259	3 457	4 058	4 058	4 058	4 034	-	-
Own Revenue	-	-	-	-	10 000	10 000	-	-	-
Other	-	20 000	-	35 000	35 000	35 000	5 000	-	-
Total receipts	1 125 492	1 158 888	1 081 681	1 353 068	1 108 889	1 111 032	1 354 663	1 387 248	1 288 827
Total payments	1 109 847	1 158 888	1 033 996	1 353 068	1 108 889	1 111 032	1 354 663	1 387 248	1 288 827
Surplus/(deficit) before financing	15 645	-	47 685	-	-	-	-	-	-
Financing of which									
Provincial CG roll-overs	-	-	-	-	-	-	-	-	-
Surplus/(deficit) after financing	15 645	-	47 685	-	-	-	-	-	-

Annexure B: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
NONE			

Annexure C: District Development Model

Table 41: District Development Model projects

Areas of intervention (examples)	Medium Term 3 years – MTEF)					
	Project Description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Economic Infrastructure	Nkomazi SEZ	R35 million for Interim Phase	Nkomazi Local Municipality	Komatipoort	DEDT	Planning Phase
Economic Infrastructure	Forestry Industrial Technology Park	R 1 300 000-00	Thaba Chweu Local Municipality	Sabie	DEDT	Planning Phase
Economic Infrastructure	Petrochemical Industrial Technology Park	R 560 000-00	Govan Mbeki Local Municipality	Secunda	DEDT	Planning Phase

Annexure D: Technical Indicator Descriptions (TID)

Programme 1: Administration

Outcome: An ethical, well-coordinated, enabling and capable centre of business excellence

Sub-Programme: Office of the HOD

Indicator Title	% achievement of organizational planned performance targets.
Definition	<ul style="list-style-type: none"> The purpose of this indicator is to provide insight on the extent to which the Department is achieving annual planned performance targets. The reports generated must adequately enable key stakeholders to make informed assessments of the organization's performance and prospects.
Programme / Sub-programme	<ul style="list-style-type: none"> Administration
Source of data	<ul style="list-style-type: none"> Programmes quarterly and annual performance information/reports and Portfolios of Evidence.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Aggregate the performance levels per sub-programme against set targets and overall organizational performance Moreover, test the quality of the performance information on the basis of completeness, relevance, usefulness, and timeliness.
Means of Verification	<ul style="list-style-type: none"> Consolidated Programme Performance Reports and Portfolios of Evidence.
Assumptions	<ul style="list-style-type: none"> There will be 100% achievement of organizational performance targets.

Disaggregation of Beneficiaries	<ul style="list-style-type: none">• N/A									
Spatial Transformation	<ul style="list-style-type: none">• N/A									
Calculation Type	<ul style="list-style-type: none">• Percentage calculation.									
Reporting Cycle	<ul style="list-style-type: none">• Quarterly and Annually									
Desired performance	<ul style="list-style-type: none">• Improved Departmental performance.									
Indicator Responsibility	<ul style="list-style-type: none">• Administration									
Baseline	2017/18	2018/19		2019/20		2020 / 21				
*Estimated performance	79%	88%		100%		100%				100%
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025/26					
Quarterly Targets	100%	100%	100%	100%	100%		Quarter 4			
	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	100%	100%		100%		100%				
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	Consolidated Organizational Performance Report	Consolidated Organizational Performance Report		Consolidated Organizational Performance Report		Consolidated Organizational Performance Report		Consolidated Organizational Performance Report		
	Consolidated Organizational Performance Report	Consolidated Organizational Performance Report		Consolidated Organizational Performance Report		Consolidated Organizational Performance Report		Consolidated Organizational Performance Report		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025/26					

	Nil	Nil	Nil	Nil	Nil
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3	Quarter 4
	Nil	Nil	Nil	Nil	Nil

% customer satisfaction levels					
Indicator Title					
Definition	<ul style="list-style-type: none"> The purpose of this indicator is to provide insight on the extent to which the Department is responsive to the needs and expectations of customers. In this regard, customers are both internal and external recipients of the services rendered by the Department. 				
Source of data	<ul style="list-style-type: none"> Customers' ratings to the satisfaction surveys and other departmental engagements including education and awareness sessions. 				
Method of Calculation / Assessment	<ul style="list-style-type: none"> Aggregate the ratings by customers categorized per client satisfaction survey elements and overall performance in comparison to the service delivery standards (including: responsiveness, timeliness of service delivery, staff friendliness and courtesy) to express the percentages as favourable and/or unfavourable. 				
Means of Verification	<ul style="list-style-type: none"> Consolidated Customer Satisfaction Reports. 				
Assumptions	<ul style="list-style-type: none"> There will be 80% customer satisfaction levels. 				
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> N/A 				
Spatial Transformation	<ul style="list-style-type: none"> N/A 				

Calculation Type	<ul style="list-style-type: none">• Percentage calculation.							
Reporting Cycle	<ul style="list-style-type: none">• Bi-annually							
Desired performance	<ul style="list-style-type: none">• Improved client satisfaction levels							
Indicator Responsibility	<ul style="list-style-type: none">• Director: Strategic Planning Service							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
	New Indicator	New Indicator		New Indicator		80%		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	85%	90%	95%	100%	100%			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	N/A	80%	N/A		85%			
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Consolidated Customer Satisfaction Reports.	Consolidated Customer Satisfaction Reports.		Consolidated Customer Satisfaction Reports.		Consolidated Customer Satisfaction Reports.		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
	Nil	Nil	Nil	Nil	Nil			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		

	Nil	Nil	Nil	Nil
--	-----	-----	-----	-----

Sub-Programme: Corporate Services

Indicator Title		% average staff performance levels		
Definition		<ul style="list-style-type: none"> The purpose of this indicator is to optimize every employees' output in terms of quality and quantity, thereby improving the department's overall performance and service delivery. 		
Programme / Sub-programme		<ul style="list-style-type: none"> Administration Human Resource Management 		
Source of data		<ul style="list-style-type: none"> Performance Management and Development System Policy for the Mpumalanga Provincial Government Incentive Scheme's Policy Chapter 4 of the SMS Handbook 		
Method of Calculation / Assessment		<ul style="list-style-type: none"> % Compliance to PMDS Policy Framework Signed Performance Agreements Mid-Term Reviews Report on Validation of Moderation 		
Means of Verification		<ul style="list-style-type: none"> Performance Agreements, Mid-Term Reviews, Performance Assessments and Report on Validation of Moderation 		
Assumptions		<ul style="list-style-type: none"> There will be 100% Compliance to PMDS Policy Framework 		
Disaggregation of Beneficiaries		<ul style="list-style-type: none"> N/A 		

Spatial Transformation	<ul style="list-style-type: none">N/A									
Calculation Type	<ul style="list-style-type: none">Percentage calculation.									
Reporting Cycle	<ul style="list-style-type: none">Bi-annually									
Desired performance	<ul style="list-style-type: none">Improved organizational efficiency and effectiveness w.r.t.									
Indicator Responsibility	<ul style="list-style-type: none">Administration									
Baseline	2017/18	2018/19		2019/20*		2020 / 21				
	New Indicator	New Indicator		New Indicator		100%				
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26					
	100%	100%	100%	100%	100%					
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	100%	100%		100%		100%				
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	Consolidated Customer Satisfaction Reports.	Consolidated Customer Satisfaction Reports.		Consolidated Customer Satisfaction Reports.		Consolidated Customer Satisfaction Reports.				
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26					
	0.5% of the Total Wage Bill	0%	0%	0%	0%					

Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	NIL	NIL	NIL	NIL

Indicator Title	% disciplinary procedures completed within 90 days			
Definition	The purpose of this indicator is to manage the relationship between the employer and employees in accordance with prescribed standards to ensure labour peace. It should allow the employer to seek an informal resolution, where appropriate, but allow formal proceedings in cases of more serious allegations of misconduct.			
Programme / Sub-programme	<ul style="list-style-type: none"> • Administration • Human Resource Management : Labour Relations 			
Source of data	<ul style="list-style-type: none"> • Labour Relations Act 66 of 1995 as Amended • Chapter 7 of the SMS Handbook • Disciplinary Code and Procedure i.e. Resolution 1 of 2003 			
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Investigate that the transgression took place • Institute Disciplinary Enquiry • Implement consequence management 			
Means of Verification	<ul style="list-style-type: none"> • Adherence to instruments regulating Employee Relations • If there's non adherence to the regulating instruments the aggrieved employee (SL1-SL12) can lodge an appeal with Executive Authority • SMSs can seek the intervention of the Bargaining Council and subsequently refer the dispute to the Labour Court and Labour Appeal Court 			

	<ul style="list-style-type: none">Quarterly Reports on Labour Relations Matters attended to during the reporting period and submitted to OTP/FOSAD and PSCThere will be 100% Compliance to Disciplinary Code and Procedure i.e. Resolution 1 of 2003N/A									
Assumptions										
Disaggregation of Beneficiaries	N/A									
Spatial Transformation	N/A									
Calculation Type	Percentage calculation.									
Reporting Cycle	Quarterly									
Desired performance	To encourage all to achieve acceptable standards of conduct at work.									
Indicator Responsibility	<ul style="list-style-type: none">Administration (Human Resource Management)									
Baseline	2017/18	2018/19		2019/20*		2020 / 21				
*Estimated performance	New Indicator	New Indicator		New Indicator		100%				
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26					
	100%	100%	100%	100%	100%					
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	100%	100%	100%	100%	100%					
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26					

	0%	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly Budget					
	NIL	NIL	NIL	NIL	NIL

Sub-Programme: Financial Management

Indicator Title	Auditor General audit outcome				
Definition	<ul style="list-style-type: none"> Annually the financial statements of the department are audited by the Auditor-General of SA (AGSA). Audit outcomes may differ from one year to the next depending on the performance and correctness of reporting of the department. The preferred outcome is a Clean Audit, which is an unqualified audit without any emphasis of matter. 				
Source of data	<ul style="list-style-type: none"> Information is presented in the financial statements and annual report of the department, this information is audited by the AGSA resulting in the audit report which is presented in the annual report of the department 				
Method of Calculation / Assessment	<ul style="list-style-type: none"> The performance is assessed quantitatively from the number of emphasis items versus the number in the prior year The performance is assessed qualitatively from the expressed outcome, which can be clean, unqualified with emphasis, qualified or disclaimer. 				
Means of Verification	Audit report and management letter from the office of the Auditor General				

Assumptions	<ul style="list-style-type: none"> • Going concern is assumed. 				
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> • Not applicable to this indicator 				
Spatial Transformation	<ul style="list-style-type: none"> • Not applicable to this indicator 				
Calculation Type	<ul style="list-style-type: none"> • Qualitative assessment of the reports 				
Reporting Cycle	<ul style="list-style-type: none"> • Annual, year on year. 				
Desired performance	<ul style="list-style-type: none"> • The primary objective is a clear audit report, that is an unqualified audit report, with no emphasis of matters, other than embedded emphasis such as Change of Prior year information in response to accounting standard changes. These are matters which are beyond the control of the department. 				
Indicator Responsibility	<ul style="list-style-type: none"> • CFO 				
Baseline	2017/18	2018/19	2019/20*	2020 / 21	
	Unqualified with emphasis	Unqualified with emphasis	Unqualified with emphasis	Unqualified	Unqualified
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26
	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Unqualified (no matters)	Audit in process	Unqualified (no matters)	Not applicable	Not applicable

	Quarter 1	Quarter 2	Audit report finalisation	Quarter 3	Quarter 4
Portfolio of Evidence		Audit report and management letter			
Annual Budget	2020 / 21	2021 / 22	2022 / 23	2023 / 24	2024 / 25
There is no specific funding to achieve a clean audit report	Operating	Operating	Operating	Operating	Operating
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Operating	Operating	Operating	Operating	

Indicator Title	% decline in irregular expenditure
Definition	<ul style="list-style-type: none"> Irregular expenditure as defined in the PMFA, and according to the audited balance in the annual report.
Source of data	<ul style="list-style-type: none"> Irregular expenditure is accumulated in a register from information obtained through the year and during the audit process. The register is considered by the Loss Control Committee during the performance of their duties.
Method of Calculation / Assessment	<ul style="list-style-type: none"> The information in the irregular expenditure register is subject to confirmation of value during the audit process, and the final audited outcome is the balance that is considered in assessment of the

	indicator. The assessment is quantitative based on the disclosed value in the annual report.				
Means of Verification	Audit report and management letter from the office of the Auditor General				
Assumptions	<ul style="list-style-type: none"> The department has the adequate capacity to address items on the register. This task can be attended to internally by Internal Audit on the instruction of the Loss Control Committee, or it can be outsourced to an external service provider in the event that a budget is available for this purpose. Not applicable to this indicator. 				
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> Not applicable to this indicator. 				
Spatial Transformation	<ul style="list-style-type: none"> Not applicable to this indicator. 				
Calculation Type	<ul style="list-style-type: none"> Percentage calculation, using the year 2020/2021 as a baseline 				
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five year target 				
Desired performance	<ul style="list-style-type: none"> Identifies whether actual performance that is higher or lower than targeted performance is desirable. 				
Indicator Responsibility	<ul style="list-style-type: none"> CFO 				
Baseline	2017/18	2018/19	2019/20*	2020 / 21	
	45 545	90 214	106 556	50%	
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	
	75%	90%	90%	100%	100%

Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	10%	25%	15%	10%
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Loss control committee minutes	Loss control committee minutes	Loss control committee minutes	Loss control committee minutes
Annual Budget	2020 / 21	2021 / 22	2022 / 23	2024 / 25
	Operating	Operating	Operating	Operating
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Operating	Operating	Operating	Operating

Indicator Title	% of creditor payments within 30 days of receipt of compliant invoice
Definition	<ul style="list-style-type: none"> Creditors are owed amounts by the department for goods and services which have been rendered. Creditors provide the department with invoices, and these invoices must be paid within 30 days of receipt. This assessment excludes expense claims, committee fee claims, and intergovernmental transfers.
Source of data	<ul style="list-style-type: none"> Expenditure report from BAS is used currently as the only formal source of the information. The SmartGov suite of products currently

	being implemented by Provincial Treasury may provide an alternative source of information in future periods.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Date of release of payment less date of receipt of invoice per the BAS report. Items > thirty days are investigated to confirm the reasons for the delay, if the reasons related to non compliance on the part of the supplier, then the item is excluded from number of transactions not paid in time.
Means of Verification	Reports generated from BAS, calculate days from the receipt of invoices to the date of release of payment
Assumptions	<ul style="list-style-type: none"> The department has adequate capacity in the office of the CFO to deal with transactions promptly and in the prescribed time frame, and that budget is available to pay for amounts as they become due. Data on BAS is assumed to be reliable and accurate. Not applicable to this indicator.
Disaggregation of Beneficiaries	
Spatial Transformation	<ul style="list-style-type: none"> Not applicable to this indicator.
Calculation Type	<ul style="list-style-type: none"> Percentage calculation, the value of qualifying payments made within 30 days as a percentage of the total value of qualifying payments made in that month.
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five year target
Desired performance	The desired performance is that 100% of payments made in any month and in any year are paid within 30 days of the receipt of qualifying documentation

Indicator Responsibility	• CFO							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
	New target	99.8%		99%		99%		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025/26			
	100%	100%	100%	100%	100%			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	100%	100%		100%		100%		
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Spreadsheet	Spreadsheet		Spreadsheet		Spreadsheet		
Annual Budget	2020 / 21	2021 / 22	2022 / 23	2023 / 24	2024 / 25			
	Operating	Operating	Operating	Operating	Operating			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Operating	Operating		Operating		Operating		

Indicator Title	% of the value of goods and services to be procured from designated groups as per PPP.
Definition	<ul style="list-style-type: none"> Creditors render goods and services to the department. This assessment excludes expense claims, committee fee claims, and intergovernmental transfers. Designated groups are as defined in legislation. The ownership representation of suppliers is assessed for designated groups, and that proportion is applied to the procurement from that entity.
Source of data	<ul style="list-style-type: none"> BAS expenditure report indicating procurement from suppliers and CSD report indicating the ownership composition of individual suppliers.
Method of Calculation / Assessment	<ul style="list-style-type: none"> This is a qualitative assessment, the relative designated group ownership percentage is applied to procurement from that entity as an indication of the amount % of goods procured from a designated group.
Means of Verification	BAS payment report, complemented by CSD reports of designated group ownership of suppliers
Assumptions	<ul style="list-style-type: none"> The data in CSD and BAS will be relied on, available suppliers in designated groups is assumed.
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> At this stage the target has not been disaggregated, but data is accumulated for future analysis and consideration
Spatial Transformation	<ul style="list-style-type: none"> Not applicable
Calculation Type	<ul style="list-style-type: none"> Percentage calculation.

Reporting Cycle	<ul style="list-style-type: none">Annual progress against the five year target							
Desired performance	<ul style="list-style-type: none">A higher percentage is desired							
Indicator Responsibility	<ul style="list-style-type: none">CFO							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
	New indicator	New indicator		New indicator		80%		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	85%	90%	90%	90%	90%			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	85%	85%		85%		85%		
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Spreadsheet	Spreadsheet		Spreadsheet		Spreadsheet		
Annual Budget	2020 / 21	2021 / 22	2022 / 23	2023 / 24	2024 / 25			
	Operating	Operating	Operating	Operating	Operating			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Operating	Operating		Operating		Operating		

Indicator Title	% compliance with the ICT Governance System and Framework			
Definition	<ul style="list-style-type: none"> Improved compliance with a checklist applicable to ICT Governance systems and framework. 			
Source of data	<ul style="list-style-type: none"> Current policies and procedures 			
Method of Calculation / Assessment	<ul style="list-style-type: none"> Qualitative assessment of performance 			
Means of Verification	Checklist			
Assumptions	<ul style="list-style-type: none"> That the department has the necessary skills and capacity to oversee and manage ICT governance and system, and that there is adequate capacity to assess performance in terms of these requirements 			
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> Not applicable to this indicator 			
Spatial Transformation	<ul style="list-style-type: none"> Not applicable to this indicator 			
Calculation Type	<ul style="list-style-type: none"> Percentage calculation. 			
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five year target 			
Desired performance	<ul style="list-style-type: none"> A higher annual performance is preferable 			
Indicator Responsibility	<ul style="list-style-type: none"> CFO 			
Baseline	2017/18	2018/19	2019/20*	2020 / 21
	New target	New target	New target	60%

Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26
	70%	80%	90%	95%	95%
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
	70%	70%	70%	70%	
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
	Checklist	Checklist	Checklist	Checklist	Checklist
Annual Budget	2020 / 21	2021 / 22	2022 / 23	2023 / 24	2024 / 25
	Operating	Operating	Operating	Operating	Operating
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
	Operating	Operating	Operating	Operating	Operating

Programmes 2 – Integrated Economic Development Services

Outcome: Inclusive, diversified and growing economy

Sub-programme – Enterprise Development

Indicator Title	Number of Cooperatives and SMMEs participating in Waste Management
Definition	<ul style="list-style-type: none"> Facilitate the process to upgrade waste pickers into cooperatives and support with safety wear, equipment and shelter. Support shall include formalization of informal waste dump operators to be identified from two larger Municipalities per region, The support will be given in the form of protective clothing, storage space, tools and safety training. This will ensure meaning participation in the waste value chain.
Source of data	<ul style="list-style-type: none"> Municipality
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple calculation Quantitative
Means of Verification	<ul style="list-style-type: none"> The records of engagement with Municipality and other stakeholders The records of procurement process and procurement of the support materials. Hand over report.

Assumptions	<ul style="list-style-type: none"> The assumption is that there will be cooperation with the municipality and other stakeholders and that there will be a budget to undertake the project. The beneficiaries will include youth and women. Improved working conditions of the beneficiaries at the waste management sites and the eradication of poverty in the chosen municipalities None -cumulative Annual Improved working conditions of the informal waste pickers in the 6 municipalities Director: Enterprise Development 					
Disaggregation of Beneficiaries (where applicable)						
Spatial Transformation (where applicable)						
Calculation Type						
Reporting Cycle						
Desired performance						
Indicator Responsibility						
Baseline *Estimated performance	2017/18	2018/19	2019/20*	2020 / 21		
	New Indicator	New Indicator	New Indicator	6 Cooperatives 3 SMMEs		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	
	6 Cooperatives	6 Cooperatives	10 Cooperatives	6 Cooperatives		

	6 SMME's		8 SMME's		
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Quarterly Targets	Not applicable (Refer to AOP activities)	Not applicable (Refer to AOP activities)	6 cooperatives	6 SMME's	
Portfolio of Evidence	Quarter 1 Records of Engagement with stake holders	Quarter 2 Records of Engagement with stake holders	Quarter 3 Procurement process records and stakeholder correspondence	Quarter 4 Handover and monitoring reports for the various sites	
Annual Budget	2021 / 22 R500 000	2022 / 23 R650 000	2023 / 24 700 000	2024 / 25 R300 000	2025 / 26 R300 000
Quarterly Budget	Quarter 1 Nil	Quarter 2 Nil	Quarter 3 400 000	Quarter 4 100 000	

Indicator Title	Number of women and Youth owned Textile SMMEs companies benefited
Definition	<ul style="list-style-type: none"> The textile and garments industry in south Africa has the potential to create decent manufacturing jobs and revenue . However, under investment in capital machinery and erratic support for garment producers has seen major retailers move to foreign suppliers of garments. South Africa particularly Mpumalanga has a strong comparative advantage to grow a local textile and garments sector particularly based on new biotechnology being envisaged in the as proximity to the largest forestry areas in South Africa and an abundance of young garment designers and producers. The precursor to a buoyant textile industry is the existence of enthusiastic designer and garment manufacturers community which Mpumalanga has plenty of . The support that will be given to the Township based textile manufacturers , will sprout the development of small upstream industry mills which overtime will make a strong player in the revitalized textile industry in South Africa .
Source of data	<ul style="list-style-type: none"> Stats SA, Industry publications and websites.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple calculation.
Means of Verification	<ul style="list-style-type: none"> Records of engagement SMME beneficiary databases Project Reports

Assumptions	<ul style="list-style-type: none"> It is hoped that Treasury will approve the request for the budget required for this massively transforming initiative. That such budget will be approved before the first half of the financial year. 					
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Informal Traders who are registered with municipalities who have been trading for a year and half. SMMEs and cooperatives who are compliant and have been trading for a year and half 					
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Transformation of all SMMEs with focus to those trading in the township. 					
Calculation Type	<ul style="list-style-type: none"> Qualitative and quantitative 					
Reporting Cycle	<ul style="list-style-type: none"> Quarterly 					
Desired performance	<ul style="list-style-type: none"> Informal traders and SMMEs benefiting from the Initiative... 					
Indicator Responsibility	<ul style="list-style-type: none"> Sub Programme Enterprise Development 					
Baseline	2017/18	2018/19	2019/20*	2020 / 21		
*Estimated performance	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	
	<ul style="list-style-type: none"> 10 women supported with 	25	20	20	20	

<p>business infrastructure and loans</p> <ul style="list-style-type: none"> 10 youth supported with loans 				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Quarterly Targets</p>	Consultation with the DFIs and Commercial Banks for Input on the Proposed Mpumalanga Covid 19 Scheme and develop criteria. Facilitate approval of the schem.	Develop grant and loan application material. Publicize the Scheme .	10 women in textile manufacturing supported with business infrastructure and loans 10 youth in textile manufacturing supported with loans.	Monitoring and evaluation of the scheme . Draft outcome report on the scheme .

Portfolio of Evidence	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	2021 / 22		2022 / 23		2023 / 24		2024 / 25	
Annual Budget	R1M		R1M		R1m		R1m	
Quarterly Budget	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Nil		Nil		500 000		500 000	

Indicator Title	Number of Automotive- Aftermarket for Mechanics , exhaust installers and tyre installers supported .
Definition	<ul style="list-style-type: none"> The Township economy is full of Side –of-The- Road Operators in the Automotive After Market trading in tyres, exhaust repairs , backyard mechanics and panel beaters. They are however lacking in tailored support for their needs. The aim of the support is to bring them into the mainstream of the sector Currently only approved service providers can service and repair new cars in SA. From July 2021 according to the competition Commission's guidelines, independent service providers will be allowed to service and repair new cars. Too, without voiding the manufacturers warrantee. However the independents have draw their own guidelines that will bind members to a minimum standards requirement. The aim of this scheme is to put Mpumalanga service providers at an advantage to participate in the implementation of the guidelines come July 21. The

	<p>aim is to put those who qualify for Township based service providers will be supported to upgrade their facilities , acquire appropriate machinery, and spares, maintain accounts for clients and gain a foothold in a multi-billion industry in South Africa. The Standard Bank agreement is poised to give strategic support by opening lines of credit for the members.</p> <ul style="list-style-type: none"> • Municipality , Stats SA
Source of data	<ul style="list-style-type: none"> • Simple calculation.
Method of Calculation / Assessment	
Means of Verification	<ul style="list-style-type: none"> • Records of engagement • SMME beneficiary databases • Project Reports
Assumptions	<ul style="list-style-type: none"> • It is hoped that Treasury will approve the request for the budget required for this massively transforming initiative. • That such budget will be approved before the first half of the financial year.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • SMMEs who are compliant and have been trading for a year and half
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Transformation and growth of qualifying SMMEs with focus on those conducting their repairs shops in the townships.
Calculation Type	<ul style="list-style-type: none"> • Simple aggregation.
Reporting Cycle	<ul style="list-style-type: none"> • Quarterly

Desired performance	<ul style="list-style-type: none"> Township and black owned automotive establishments supported. 					
Indicator Responsibility	<ul style="list-style-type: none"> Enterprise Dev Director 					
Baseline	2017/18	2018/19	2019/20*	2020 / 21		
*Estimated performance	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	
	10 Automotive Aftermarket SMMes supported with infrastructure , lines of credit and operational skills.	10	10	15	15	
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	Consultation with township and black owned automotive	Support the selected SMMes to develop own	Procure infrastructure for 10 After market SMMes and publicize change	Monitoring and evaluation of the scheme .		

	establishments and compile a data base of qualifying businesses. Conduct a needs analysis	operational constitution.	circumstances for the SMMEs	Draft outcome report on the scheme.
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Portfolio of Evidence	Records of engagement	Records of engagement	Records of engagement	Records of engagement
	2021 / 22	2022 / 23	2023 / 24	2024 / 25
	R1M	R1M	R1m	R1m
Annual Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Nil	Nil	500 000	500 000
Quarterly Budget				

Sub-Programme: Economic Empowerment

Indicator Title	Number of black empowered companies participating in green economy
Definition	<ul style="list-style-type: none"> Companies participating in the mainstream of the green economy The green economy is a sustainable economic development that does not harm the natural environment
Source of data	<ul style="list-style-type: none"> Research reports
Method of Calculation / Assessment	<ul style="list-style-type: none"> Quantitative – adding the number of black empowered companies participating in the green economy
Means of Verification	The names of the companies and their activities in the green economy
Assumptions	Companies participating in the green economy
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: 1 Target for Youth: 1 Target for People with Disabilities: 0
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Increased number of empowered companies in the whole province.
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	Annual

Desired performance	Additional number of companies participating in the green economy.									
Indicator Responsibility	Economic Empowerment Sub Program Manager									
Baseline	2017/18		2018/19		2019/20*		2020 / 21			
*Estimated performance	None		None		None		2			
Annual Targets	2021 /22		2022 /23		2023 /24		2024 /25		2025 /26	
	4	4	4		4		4			
Quarterly Targets	Quarter 1		Quarter 2				Quarter 3		Quarter 4	
	1		1		1		1			
Portfolio of Evidence	Quarter 1		Quarter 2				Quarter 3		Quarter 4	
	Report on the identified companies compiled		Report compiled				Report compiled		Report compiled	
Annual Budget	2021 / 22		2022 / 23		2023 / 24		2024 / 25		2025 / 26	
	100	120	120		120		140		140	
Quarterly Budget	Quarter 1		Quarter 2				Quarter 3		Quarter 4	
	20		30		30		30		20	

Indicator Title	Number of manufacturing companies participating in BI programme
Definition	Black South Africans owned companies who through significant shareholding, control an enterprise whose products are significantly used and have a considerable impact on decent employment and create broad-based economic opportunities to participate in the Black Industrialist Programme
Source of data	<ul style="list-style-type: none"> • The Department of Trade and Industry records on BI offering
Method of Calculation / Assessment	<ul style="list-style-type: none"> • Qualitative.
Means of Verification	<ul style="list-style-type: none"> • Companies business plans and confirmation from the dti for funding.
Assumptions	The BI program will be continuing in the new year
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: 0 • Target for Youth: 1 • Target for People with Disabilities: 0
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Increased number companies benefiting in the province.
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Additional number of companies benefiting from the program.

Indicator Responsibility	Economic Empowerment Sub Program Manager									
	2017/18		2018/19		2019/20*		2020 / 21			
Baseline	None		None		6		1			
	2021 /22		2022 /23		2023 /24		2024 /25		2025 / 26	
	4		5		6		6		6	
Quarterly Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	1		1		1		1			
Portfolio of Evidence	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	Report compiled		Report compiled		Report compiled		Report compiled		Report compiled	
Annual Budget	2021 / 22		2022 / 23		2023 / 24		2024 / 25		2025 / 26	
	600		700		800		900		1000	
Quarterly Budget	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	150		150		150		150		150	

Indicator Title	Number of black existing companies funded to participate in the mining value chain
Definition	<ul style="list-style-type: none"> Black Companies participating the mining sector
Source of data	<ul style="list-style-type: none"> Reports of the companies
Method of Calculation / Assessment	<ul style="list-style-type: none"> Both quantitative and qualitative.
Means of Verification	<ul style="list-style-type: none"> Companies doing businesses with the mining houses
Assumptions	Budget will be available to support the sector
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: 1 Target for Youth: 1 Target for People with Disabilities: 0
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Increased number companies benefiting in the province.
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End) Cumulative (Year-to-Date)
Reporting Cycle	Annual
Desired performance	Additional number of companies benefiting fund.
Indicator Responsibility	Economic Empowerment Sub Program Manager

Baseline	2017/18		2018/19		2019/20*		2020 / 21	
	None		None		None		2	
*Estimated performance	2021 /22		2022 /23		2023 /24		2024/ 25	
	4		4		4		4	
Annual Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	1		1		1		1	
Quarterly Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Report compiled		Report compiled		Report compiled		Report compiled	
Portfolio of Evidence	2021 / 22		2022 / 23		2023 / 24		2024 / 25	
	80		100		100		100	
Annual Budget	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	20		20		20		20	

Indicator Title	Number of black owned companies participating in the tourism sector
Definition	<ul style="list-style-type: none"> Black Companies participating the tourism sector
Source of data	<ul style="list-style-type: none"> Reports about the companies
Method of Calculation / Assessment	<ul style="list-style-type: none"> Qualitative.
Means of Verification	<ul style="list-style-type: none"> Empowered doing businesses in the tourism
Assumptions	Budget will be available to support the sector
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: 1 Target for Youth: 0 Target for People with Disabilities: 0
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Increased number companies benefiting in the whole province.
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Additional number of companies benefiting from a transformed tourism sector.
Indicator Responsibility	Economic Empowerment Sub Program Manager

Baseline	2017/18		2018/19		2019/20*		2020 / 21			
*Estimated performance	None		None		None		1			
Annual Targets	2021 /22		2022 /23		2023 /24		2024 / 25		2025 / 26	
	3		3		3		3		3	
Quarterly Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	0		1		1		1			
Portfolio of Evidence	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	Report compiled		Report compiled		Report compiled		Report compiled			
Annual Budget	2021 / 22		2022 / 23		2023 / 24		2024 / 25		2025 / 26	
	80		80		90		90		90	
Quarterly Budget	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	20		20		20		20			

Sub-programme – Local Economic Development

Indicator Title	Number of municipalities assisted to support SMMEs in the waste management industry
Definition	<ul style="list-style-type: none"> To indicate the commitment by government at the local sphere to support the SMMEs for economic growth. Municipalities must be able to utilise waste into business opportunities that will benefit the SMMEs.
Source of data	Provincial green economy plan
Method of Calculation / Assessment	<ul style="list-style-type: none"> The quantitative number of municipalities focusing on green economy for economic growth
Means of Verification	Reports, Agreements
Assumptions	That every municipality's waste can provide a sustainable business.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: 2
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Management of waste can encourage people to take care of the environment and keep it clean
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)

Reporting Cycle	Quarterly									
Desired performance	Increased Municipalities promoting waste management for business.									
Indicator Responsibility	Regional Managers									
Baseline	2017/18	2018/19		2019/20*		2020 / 21				
	None	None		None		6				
Annual Targets	2021 /22	2022 /23	2023 /24	2024 / 25	2025 / 26					
	6	6	2	2	2					
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	0	2	2	2	2					
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	Report compiled	Report compiled		Report compiled		Report compiled				
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26					
	300	600	600	200	200					
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	Nil	60	140	100	100					

Indicator Title	Number of municipalities supported to reduce the cost of doing by SMMEs
Definition	<ul style="list-style-type: none"> The cost incurred by SMMEs when doing business within municipalities is very high that it constraint business growth. Municipalities must be able to manage such costs as they have negative impact to the economy. Reducing costs will create conducive environment for investment by the private sector.
Source of data	Red Tape reduction strategy. Document on the ease of doing business
Method of Calculation / Assessment	<ul style="list-style-type: none"> Supported municipality to be able to quantify the cost reduced. Assessment of the quality of service through surveys.
Means of Verification	Report on the municipalities implementing red tape reduction.
Assumptions	High cost paid to municipal tariffs and permits is scaring investors and causing negative growth.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for investors: 2
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Increased investment in small municipalities and towns.
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End)

Reporting Cycle	Quarterly							
Desired performance	Reduce tariffs by municipalities which will encourage private sector to invest for economic growth.							
Indicator Responsibility	Regional Managers							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
	None	None	Red Reduction strategy developed	Tape 2				
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	4	4	4	4	4			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	1	1	1	1	1			
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Attendance registers	Service agreement	level agreement	Attendance register	Service agreement	level agreement		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
	Operational	Operational	Operational	Operational	Operational			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		

	Operational	Operational	Operational	Operational
--	-------------	-------------	-------------	-------------

Indicator Title	Number of municipalities supported to provide business infrastructure.			
Definition	<ul style="list-style-type: none"> Infrastructure is an enabler for economic growth; It is the responsibility of municipalities to ensure that there is adequate infrastructure to attract investment. 			
Source of data	Infrastructure master plan			
Method of Calculation / Assessment	<ul style="list-style-type: none"> Amount invested in infrastructure. Quality of infrastructure provided. 			
Means of Verification	Report on quality of infrastructure			
Assumptions	<ul style="list-style-type: none"> Municipalities are having enough resource to invest in infrastructure development. 			
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for SMMEs: Target for Co-operatives: 			
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Participation of the FDI in infrastructure development. 			
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-End) 			
Reporting Cycle	<ul style="list-style-type: none"> Quarterly 			

Desired performance	<ul style="list-style-type: none"> • Increase in the required infrastructure like serviced land. 							
Indicator Responsibility	<ul style="list-style-type: none"> • Regional Managers 							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
*Estimated performance	None	None		None		1		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	3	3	3	2	2			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	0	1	1	1	1			
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Report on the identified companies compiled	Report compiled		Report compiled		Report compiled		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
	800	200	400	500	600			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Operational	400		200		200		

Indicator Title	Number of LED Forums supported.			
Definition	Institutions to coordinate both the private business and local people for inclusive growth and development			
Programme / Sub-programme	LED strategies			
Source of data	Number of forums			
Method of Calculation / Assessment	Meetings, reports			
Means of Verification	There opportunities in the mines for the benefit of SMMEs.			
Assumptions	<ul style="list-style-type: none"> • Target for SMMEs: • Target for Co-operatives: • Participation of the FDIs in infrastructure development. 			
Disaggregation of Beneficiaries (where applicable)				
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Cumulative (Year-End) 			
Calculation Type	Quarterly			
Reporting Cycle	Increase in the required infrastructure like serviced land.			
Desired performance	Regional Managers			
Indicator Responsibility	Inclusive and sustainable mining industry			
Baseline	2017/18	2018/19	2019/20*	2020 / 21

*Estimated performance	None	None	None	1
Annual Targets	2021 /22	2022 /23	2023 /24	2024 / 25
	4	3	3	4
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	1	1	1	1
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Analysis report	Report compiled	Report compiled	Report compiled
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25
	50	60	70	80
Quarterly Budget				
	50	Nil	Nil	Nil

Programme 3: Trade and Sector Development

Outcome: Inclusive, diversified and growing economy

Sub-programme – Green Economy

Indicator Title	% of green economy cluster resolutions and action plans implemented
Definition	<ul style="list-style-type: none"> Action plans and resolutions as decided upon by the Green Economy Cluster Meeting should be coordinated and facilitated by the Department for implementation.
Source of data	<ul style="list-style-type: none">
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of resolutions and actions that were executed and implemented expressed as a percentage of the total number of resolutions and action plans.
Means of Verification	<ul style="list-style-type: none"> Minutes of meetings where resolutions were taken.
Assumptions	<ul style="list-style-type: none"> All resolutions and actions plans will be executable.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Calculation Type	<ul style="list-style-type: none"> Non -cumulative
Reporting Cycle	<ul style="list-style-type: none"> Bi-annual

Desired performance	<ul style="list-style-type: none"> 100% of resolutions and action plans executed and implemented 							
Indicator Responsibility	<ul style="list-style-type: none"> Senior Manager: Green Economy 							
Baseline	2017/18		2018/19		2019/20*		2020 / 21	
*Estimated performance	New indicator		New indicator		New indicator		80%	
Annual Targets	2021 /22		2022 /23		2023 /24		2024 /25	2025/26
	85%	90%	95%	100%	100%	100%	100%	100%
Quarterly Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	N/A		85%		N/A		85%	
Portfolio of Evidence	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Copy of resolution that was executed				Copy of resolution that was executed	
Annual Budget	2021 / 22		2022 / 23		2023 / 24		2024 / 25	2025/26
	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget
Quarterly Budget	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Operational Budget		Operational Budget		Operational Budget		Operational Budget	

Sub-programme – Manufacturing Industry

Indicator Title		Interim Phase of the Nkomazi SEZ implemented
Definition		<ul style="list-style-type: none"> Implementation of project implementation pipeline (Concept, feasibility, project initiation and project implementation phase)
Programme / Sub-programme		<ul style="list-style-type: none"> Trade & Sector Development Manufacturing and Industry Development
Source of data		<ul style="list-style-type: none"> Report per project on status of Project Implementation Pipeline
Method of Calculation / Assessment		<ul style="list-style-type: none"> Evaluation of report to determine status of project within the Project Implementation Pipeline
Means of Verification		<ul style="list-style-type: none"> Report on Project Implementation Pipeline
Assumptions		<ul style="list-style-type: none"> Attract adequate investment to commence with Project Implementation Phase
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> Not applicable
Calculation Type		<ul style="list-style-type: none"> Non-cumulative

Reporting Cycle	Quarterly					
Desired performance	<ul style="list-style-type: none"> Project Implementation Pipeline implemented for all Industrial Technology Parks 					
Indicator Responsibility	<ul style="list-style-type: none"> Senior Manager: manufacturing & Industry Development 					
Baseline	2017/18	2018/19		2019/20*		2020 / 21
*Estimated performance	Project Feasibility Phase	Project Initiation Phase		Project Initiation Phase		Interim Phase of the Nkomazi SEZ implemented.
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	
	Interim Phase	Development Phase	Project Implementation Phase	Project Implementation Phase	Project Implementation Phase	
	Quarter 1	Quarter 2		Quarter 3		Quarter 4
Quarterly Targets	Finalization of the Statutory Requirements and appointment of SEZ Board facilitated.	Township Establishment concluded.		Commence with erection of the barrier fence/wall.		Site establishment for the installation of the required internal services.
	Quarter 1	Quarter 2		Quarter 3		Quarter 4

Portfolio Evidence	PMU established & operational	SEZ Entity/ SEZ Board established		SEZ Strategy development commenced	SEZ Operator appointed
		2021 / 22	2022 / 23	2023 / 24	2024 / 25
Annual Budget	R 2,5 million	R 5 million	R 2 million	R 1million	R 1million
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3	Quarter 4
	R380 000-00	R0		R190 000-00	R380 000-00

Indicator Title	Project Initiation Phase of 2 Industrial Technology Parks implemented	
Definition	<ul style="list-style-type: none"> Implementation of project implementation pipeline (Concept, feasibility, project initiation and project implementation phase) 	
Source of data	<ul style="list-style-type: none"> Report per project on status of Project Implementation Pipeline 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> Evaluation of report to determine status of project within the Project Implementation Pipeline 	
Means of Verification	<ul style="list-style-type: none"> Report on Project Implementation Pipeline 	
Assumptions	<ul style="list-style-type: none"> Attract adequate investment to commence with Project Implementation Phase 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable 	

Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable 				
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"> Project Implementation Pipeline implemented for all Industrial Technology Parks 				
Indicator Responsibility	<ul style="list-style-type: none"> Senior Manager: manufacturing & Industry Development 				
Baseline	2017/18	2018/19		2019/20*	2020 / 21
	Project Feasibility Phase	Project Initiation Phase		Project Initiation Phase	Project Initiation Phase
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26
	Project Initiation Phase (Forestry and Petrochemical)	Project Implementation Phase	Project Implementation Phase	Project Implementation Phase	Project Implementation Phase
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3	Quarter 4

	Finalise Tribunal requirements and processes	Surface rights issue finalised and surveying commenced	General Plan finalised	Township Establishment completed.
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Land Availability Agreements developed and concluded	Statutory Compliance (Municipal Planning Approval obtained)	Investment Plan developed	Bulk Infrastructure Funding report on funding of bulk water. Electricity, roads and access.
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25
	R 950 000	R 2,5 million	R 5 million	R 2 million
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	R380 000- 00	R0	R190 000-00	R380 000-00

Sub-programme – Mining Sector

Indicator Title	MOU with Mine Water Coordinating Body and Minerals Council South Africa implemented
Definition	Facilitate and coordinate the sustainable closure of coal mines through the Mine Water Coordinating Body (MWCB) and Minerals Council to ensure mine water can be utilized for agricultural production.
Source of data	<ul style="list-style-type: none"> Information obtained from MWCB
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple calculation of the number of status quo reflecting and updating on interventions and the volume of water reclaimed for agricultural purposes .
Means of Verification	<ul style="list-style-type: none"> Department of Water Affairs
Assumptions	<ul style="list-style-type: none"> Mine water would be suitable for agricultural purposes
Disaggregation Beneficiaries (where applicable)	<ul style="list-style-type: none"> Mining communities in Gert Sibande and Nkangala Districts
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Old mines would be transformed for agricultural purposes
Calculation Type	<ul style="list-style-type: none"> Simple count of volume of water available for agricultural purposes and represented in the quarterly reports
Reporting Cycle	<ul style="list-style-type: none"> Bi-annual
Desired performance	<ul style="list-style-type: none"> . More water available for agricultural purposes
Indicator Responsibility	<ul style="list-style-type: none"> Senior Manager: Mining and Energy Sector Development

Baseline	2017/18		2018/19		2019/20*		2020 / 21	
*Estimated performance	New Indicator		New Indicator		New Indicator		2	
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	2	2	2	2	2			
Quarterly Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Approval of the Economic Development Plan of the Upper Olifants Catchment Area.		Facilitate the implementation of the Economic Development Plan of the Upper Olifants Catchment Area.		Facilitate the implementation of the Economic Development Plan of the Upper Olifants Catchment Area.		Facilitate the implementation of the Economic Development Plan of the Upper Olifants Catchment Area.	
	MOU and Program of Action with Minerals Council of South Africa concluded.		Coordinate the implementation of the MOU of Program of Action.		Coordinate the implementation of the MOU of Program of Action.		Coordinate the implementation of the MOU of Program of Action.	
Portfolio of Evidence	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	-		Report on Mine Water utilization		-		Report on Mine Water utilization	

	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26
	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget
Annual Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Quarterly Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget

Programme 4: Business Regulation and Governance

Outcome: Inclusive, diversified and growing economy

Sub-Programme: Consumer Protection

Indicator Title	% of consumer cases resolved within specified timeframes
Definition	<ul style="list-style-type: none"> The rate at which we resolve Consumer complaints reported within the specified time.. (60 days)
Source of data	<ul style="list-style-type: none"> Consumer case registers, signed monthly reports from investigators, summons, court attendance registers
Method of Calculation / Assessment	<ul style="list-style-type: none"> A census (number) of cases that have been investigated and resolved expressed in percentage. The actual figures are made available
Means of Verification	<ul style="list-style-type: none"> The outputs in the form of filed documents that captures the processes followed and finally the closing of consumer cases that includes Consumer Courts decisions/orders/rulings.
Assumptions	<ul style="list-style-type: none"> Provide factual information related to the degree to which consumer rights are protected in the province
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> The resolution of Consumer Cases or application of the Act cuts across Women, Youth and People with Disabilities and does not target a specific category. Including legal persons within the ambit of the Act .
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	• 80% resolution of Consumer Cases reported							
Indicator Responsibility	• Programme Manager							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
*Estimated performance	80%	80%		80%		80%		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	80%	100%	100%	100%	100%			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	80%	80%		80%		80%		
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	• Consumer case registers, signed monthly reports from investigators, court summons, court attendance registers	• Consumer case registers, signed monthly reports from investigators, court summons, court attendance registers	• Consumer case registers, signed monthly reports from investigators, court summons, court attendance registers	• Consumer case registers, signed monthly reports from investigators, court summons, court attendance registers	• Consumer case registers, signed monthly reports from investigators, court summons, court attendance registers	• Consumer case registers, signed monthly reports from investigators, court summons, court attendance registers		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		

	Operational Budget	Operational Budget	Operational Budget
--	--------------------	--------------------	--------------------

Indicator Title	Number of Consumer Awareness and Education programs		
Definition	<ul style="list-style-type: none"> To educate and create awareness to consumers 		
Source of data	<ul style="list-style-type: none"> Attendance registers, signed schedules of radio slots 		
Method of Calculation / Assessment	<ul style="list-style-type: none"> A count of all education and awareness campaigns implemented by the Department including the ones where the department collaborated with stakeholders. 		
Means of Verification	<ul style="list-style-type: none"> The output in a form of number of workshops, roadshows and radio slots conducted. Attendance registers, pictures and the radio slots schedule serves as POE 		
Assumptions	<ul style="list-style-type: none"> The education and awareness campaigns empowers consumers with knowledge about their rights as outlined in various Consumer legislation. 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> The roll out of the education and awareness campaigns targets all categories, it cuts across Women, Youth and People with disabilities. 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> It takes place in all the municipalities of the Province, though there is a biased towards rural areas. 		
Calculation Type	<ul style="list-style-type: none"> Cumulative for a year 		
Reporting Cycle	<ul style="list-style-type: none"> Quarterly 		

Desired performance	<ul style="list-style-type: none">Increased number of the awareness campaigns successfully conducted towards empowering consumers with knowledge about their rights.Programme Manager.							
Indicator Responsibility								
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
*Estimated performance	756	600		504		234		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025/26			
	720	720	760	760				
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	50	50		60		74		
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Attendance registers, pictures and the radio slots schedule serves as POE	Attendance registers, pictures and the radio slots schedule serves as POE	Attendance registers, pictures and the radio slots schedule serves as POE	Attendance registers, pictures and the radio slots schedule serves as POE	Attendance registers, pictures and the radio slots schedule serves as POE	Attendance registers, pictures and the radio slots schedule serves as POE		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025/26			
	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		

	Operational Budget	Operational Budget	Operational Budget	Operational Budget
--	--------------------	--------------------	--------------------	--------------------

Sub-Programme: Business regulation

Indicator Title	Number of reviewed Business Licensing, Gambling and Liquor policies and guidelines			
Definition	<ul style="list-style-type: none"> Review annual amendments to the Liquor, Gambling and Business Act 			
Source of data	<ul style="list-style-type: none"> National and Provincial legislation, guidelines on best practices, policies and National Policy Council resolutions 			
Method of Assessment	<ul style="list-style-type: none"> Quarterly and annual Reports for MER, Police documents and guidelines on best practices, including and norms and standards. Appointment of liquor and Gambling inspectorate to ensure compliance with legislation and inspection quarterly reports submitted. Number of applications for various types of Gambling and Liquor licenses received and process including those pending and revoked. Appeals and reviews of applications for gambling and liquor Offences in general Offences regarding licenses and holders of on consumption premises Revenue of the MER Offences by Gambling institutions and penalties imposed Terminations and appointments of Board Members Training of Inspectorates Transfers of Liquor and Gambling outlets 			

	<ul style="list-style-type: none"> Closure of liquor and Gambling outlets Municipal inputs on Business licensing By-laws and amended by-laws of Municipalities Meetings with local Government municipalities for compliance to street trading bylaws, minutes kept and records updated. Quarterly status reports of progress of all municipalities on their by-laws. Compliance with the Business Act on street trading by municipalities The polices and guideline drafts That the provincial legislations will be updated and assist in operations of the MER The liquor, gambling and business environments will benefit. 					
Means of Verification						
Assumptions						
Disaggregation of Beneficiaries (where applicable)						
Spatial Transformation (where applicable)	N/A					
Calculation Type	Cumulative for a year					
Reporting Cycle	Quarterly					
Desired performance	.To all have three Acts reviewed					
Indicator Responsibility	Programme Manager					
Baseline	2017/18	2018/19	2019/20*	2020 / 21		
*Estimated performance	2	3	3	1		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	

	2	3	3	3	3
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
	N/A	N/A	1	1	1
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
	<ul style="list-style-type: none"> National and Provincial legislation , guidelines on best practices , policies and National Policy Council resolutions 	<ul style="list-style-type: none"> National and Provincial legislation , guidelines on best practices , policies and National Policy Council resolutions 	<ul style="list-style-type: none"> National and Provincial legislation , guidelines on best practices , policies and National Policy Council resolutions 	<ul style="list-style-type: none"> National and Provincial legislation , guidelines on best practices , policies and National Policy Council resolutions 	<ul style="list-style-type: none"> National and Provincial legislation , guidelines on best practices , policies and National Policy Council resolutions
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025/26
	Nil	Nil	Nil	Nil	Nil
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
	Nil	Nil	Nil	Nil	Nil

Programme 5: Economic Planning

Outcome: Inclusive, diversified and growing economy

Sub-Programme: Economic Policy and Planning

Indicator Title	Number of reports on policy directives produced
Definition	<ul style="list-style-type: none"> Policy directive report on the integrated Green Economy Sector report on the Green Economy Steering committee initiatives
Source of data	<ul style="list-style-type: none"> Department of Environmental Affairs, Forestry and Fisheries Department of Trade and Industry and Competition (Green Economy Unit) Green Cape
Method of Calculation / Assessment	<ul style="list-style-type: none"> Qualitative add the number of policy directive developed
Means of Verification	<ul style="list-style-type: none"> 1 Green Economy Steering committee and policy briefs
Assumptions	<ul style="list-style-type: none"> Required information Help improve decision making and help clients to respond to the economic condition and environment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Provincial

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">• 1 policy directive reports developed									
Indicator Responsibility	<ul style="list-style-type: none">• Program Manager									
Baseline Current year 2019 / 20										
	2017/18		2018/19		Estimated performance 2019/20		2020 / 21			
	3		3		3		3			
Annual Targets	2021 /22		2022 /23		2023 /24		2024 /25		2025 /26	
	4		4		4		4		4	
Quarterly Targets	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	1		1		1		1			
Portfolio of Evidence	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
	Report on Green Economy		Report on Green Economy		Report on Green Economy		Report on Green Economy		Report on Green Economy	

	committee and policy brief	committee and policy brief	committee and policy brief	committee and policy brief	committee and policy brief
	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26
Annual Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Operational Budget	Operational Budget	Operational Budget	Operational Budget	
	Budget broken down per quarter				

Indicator Title	Number of reports on economic development strategies/ plans produced
Definition	<ul style="list-style-type: none"> Policy directive report on the IPAP set aside to inform on stipulations and provisions Support the program of upgrading existing Industrial parks and SEZ establishment
Source of data	<ul style="list-style-type: none"> Industrial Policy Action Plan (DTI incentives guidelines) Provincial and Municipal Incentives
Method of Calculation / Assessment	<ul style="list-style-type: none"> Qualitative add the number of policy directive developed

Means of Verification	<ul style="list-style-type: none"> Provincial guidelines Report developed 					
Assumptions	<ul style="list-style-type: none"> Required information Help improve decision making and help clients to respond to the economic condition and environment Budget available for strategies and plans development 					
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Provincial 					
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"> 1 Strategy or plan developed or reviewed Hosting stakeholder consultative Roundtable 					
Indicator Responsibility	<ul style="list-style-type: none"> Program manager 					
Baseline Current year 2019 / 20						
	2017/18	2018/19	Estimated performance 2019/20	2020 / 21		
	1	1	1	1		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	

	1	1	1	1	1	1
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	1	1	1	1		
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	Stakeholders consultation on the Green Economy Plan	Update the Green Economy Plan with a chapter focusing on the "Just Transition"	Roundtable on the provincial incentive package of the province	Incentive manual of the province developed.		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26	
	Operational Budget	Operational Budget	Operational Budget	Operational Budget	Operational Budget	
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	Operational Budget	Operational Budget	Operational Budget	Operational Budget		
	Budget broken down per quarter					

Sub-programme –Knowledge Management

Indicator Title	Updated geo-database of MEGDP priority projects in Mpumalanga
Definition	<ul style="list-style-type: none"> A central information repository which houses information regarding elements of projects that have been identified as key to the growth and development of the provincial economy Geo-database: a collection of geographic datasets of various types held in a common file system folder, a Microsoft Access database, or a multiuser relational DBMS (such as Oracle, Microsoft SQL Server) MEGDP: Mpumalanga Economic Growth and Development Path
Source of data	<ul style="list-style-type: none"> Project Managers, Project reports Direct engagement with project managers, secondary data sources such as audit reports, presentations to provincial management structures, DEDT records
Method of Calculation / Assessment	<ul style="list-style-type: none"> Quantitative
Means of Verification	<ul style="list-style-type: none"> 1 annual spatial and data report on economic development initiatives compiled and produced
Assumptions	<ul style="list-style-type: none"> Information available from project managers
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A

Spatial Transformation (where applicable)	<ul style="list-style-type: none">Influence intervention strategy reviews									
Calculation Type	<ul style="list-style-type: none">Non-Cumulative									
Reporting Cycle	<ul style="list-style-type: none">Annually									
Desired performance	<ul style="list-style-type: none">Relevant, accurate, up-to-date information									
Indicator Responsibility	<ul style="list-style-type: none">Director: Knowledge Management									
Baseline Current year 2019 / 20	Based on method of calculation – what is the calculated baseline for the 2019/20 FY as well as what are the audited actual achieved during the previous financial years									
	2017/18	2018/19		Estimated performance 2019/20		2020 / 21				
	-	1		1		1				
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26					
	1	1	1	1	1					
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3	Quarter 4					
	N/A	N/A		N/A	1					

Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	N/A	N/A	N/A	Updated geo-database of MEGDP priority projects in Mpumalanga (Maps showing project details and key statistics)
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25
	600 000	-	-	750 000
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	-	-	250 000	350 000
	Budget broken down per quarter			

Sub-programme – Economic Analysis

Indicator Title	Number of Provincial Economic Review and Outlook (PERO) reports compiled
Definition	1 annual PERO document compiled and published addressing the national and provincial economic performance and outlook and provincial labour market in detail, as well as selected socio-economic indicators in a nutshell
Source of data	Statistics South Africa, IHS Markit (Regional Explorer – ReX), administrative data as well as DEDT records
Method of Calculation / Assessment	Quantitative, but adding to number of reports
Means of Verification	1 annual PERO report compiled and published
Assumptions	Credible and timeously available data/information
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	Quality, accurate, credible and timeously PERO report compiled
Indicator Responsibility	Director: Economic Analysis and Research

Baseline	2017/18	2018/19		2019/20*		2020 / 21
*Estimated performance	1	1	1	1	1	1
Annual Targets	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26	
	1	1	1	1	1	1
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	N/A	N/A	N/A	1		
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	N/A	N/A	N/A	Copy of PERO report for the specific financial year		
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26	
	R5.4m	R5.6m	R5.8m	R6m	R6.3m	
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
	R1.35m	R1.35m	R1.35m	R1.35m	R1.35m	

Indicator Title	Number of updated Socio-Economic Review and Outlook (SERO) reports completed and communicated
Definition	SERO reports completed and communicated bi-annually addressing and updating the provincial socio-economic performance – demographics, education, health, crime, development aspects and the economy. Important report in the province for informed and evidence based decision making.
Source of data	Statistics South Africa, IHS Markit (Regional Explorer – ReX), administrative data as well as DEDT records
Method of Calculation / Assessment	Quantitative, but adding to number of reports
Means of Verification	2 updated SERO reports completed and communicated
Assumptions	Credible and available timeously data/information
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-annual
Desired performance	Quality, accurate, credible and timeously updated SERO reports completed and communicated

Indicator Responsibility		Director: Economic Analysis and Research							
Baseline		2017/18	2018/19		2019/20*		2020 / 21		
*Estimated performance		2 reports	2 reports		2 reports		2 reports		
Annual Targets		2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
		2 reports	2 reports	2 reports	2 reports	2 reports			
Quarterly Targets		Quarter 1	Quarter 2		Quarter 3		Quarter 4		
		N/A	1 report	N/A		1 report			
Portfolio of Evidence		Quarter 1	Quarter 2	Quarter 3		Quarter 4			
		N/A	Copy of 1 SERO report	N/A		Copies of 2 SERO reports for the specific financial year			
Annual Budget		2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
		R5.4m	R5.6m	R5.8m	R6m	R6.3m			
Quarterly Budget		Quarter 1	Quarter 2	Quarter 3		Quarter 4			
		R1.35m	R1.35m	R1.35m		R1.35m			

Programme 6: Tourism

Outcome: Inclusive, competitive and sustainable tourism industry

Sub-programme – Tourism Planning

Indicator Title	Number of Tourism Structures Coordinated and Supported
Definition	Tourism Stakeholder Management Forums that are meant to plan for the growth of the sector in the Province
Source of data	National Tourism Sector Strategy, Provincial Tourism Development Strategy, Tourism Blueprint document
Method of Calculation / Assessment	Quantitative (calculating the number of stakeholder forums held per quarter)
Means of Verification	Tourism Stakeholder Forums reports
Assumptions	Grow the tourism industry
Disaggregation of Beneficiaries	Stakeholders/tourists
Spatial Transformation	National, Provincial & Local Government levels
Calculation Type	Cumulatively
Reporting Cycle	Annually
Desired performance	10 Stakeholder Forums

Indicator Responsibility	Directors: Tourism							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
*Estimated performance	New Indicator	New Indicator		New Indicator		15		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	10	10	10	10	10			
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	3	3	2	2				
Portfolio of Evidence	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Reports	Reports	Reports		Reports			
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
	Operational	Operational	Operational	Operational	Operational			
Quarterly Budget	Quarter 1	Quarter 2		Quarter 3		Quarter 4		

Indicator Title	Number of new strategic tourism projects facilitated to enhance visitor experience	
Definition	The activities of a visitors within their country of residence and outside of their homes (e.g. SA visits other parts of SA)	
Source of data	Tourism South Africa, Statistics South Africa and IHS Market (Regional Explorer – ReX)	
Method of Assessment / Calculation	Quantitative (Calculate the number of increase in domestic tourist by deducting year 2 from year 1. Calculate that increase as a percentage of year 1)	
Means of Verification	Relevant tourism reports of the Department and economic research reports of the Department such as the annual Provincial Economic Review and Outlook (PERO) and Socio-Economic Review and Outlook (SERO) reports bi-annually	
Assumptions	To grow the tourism industry	
Disaggregation of Beneficiaries	Tourists	
Spatial Transformation	Province	
Calculation Type	Cumulative	
Reporting Cycle	Annually	

Desired performance	3,6 million domestic tourists							
Indicator Responsibility	Directors: Tourism as well as Economic Analysis and Research							
Baseline	2017/18	2018/19		2019/20*		2020 / 21		
*Estimated performance	New Indicator	New Indicator		New Indicator		1		
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26			
	1	2	3	3	3			
	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
Quarterly Targets	Establishment of working committees to deal with all aspects of development proposal	Finalisation of Technical Co-operation Agreement with Transnet and Department of Tourism)		Establishment of Rail Concessions Management Agency		Experimental Train rolled out (project Pre-Launch)		
	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
	Reports	Reports		Reports		Reports		
Portfolio of Evidence	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26			
	8,7 million	7 million	5 million	2million	1 million			
	Quarter 1	Quarter 2		Quarter 3		Quarter 4		
Annual Budget								
Quarterly Budget								

Indicator Title	Barberton Makhonjwa Mountain WHS implemented
Definition	Tourism Site and or product of International status
Source of data	Provincial Tourism Development Strategy
Method of Calculation / Assessment	Quantification of the activities of the WHS
Means of Verification	Quarterly Monitoring Reports
Assumptions	
Disaggregation of Beneficiaries	Tourists and people of Mpumalanga
Spatial Transformation	Gert Sibande and Ehlanzeni Districts
Calculation Type	Cumulatively
Reporting Cycle	Annually
Desired performance	Implementation of the BMM WHS
Indicator Responsibility	Director: Tourism

Baseline	2017/18		2018/19		2019/20*		2020 / 21
	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator	New Indicator
*Estimated performance							
Annual Targets	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26		
	Barberton Makhonjwa Mountain WHS operationalised	Barberton Makhonjwa Mountain WHS operationalised	Barberton Makhonjwa Mountain WHS operationalised	Barberton Makhonjwa Mountain WHS operationalised	Barberton Makhonjwa Mountain WHS operationalised		
Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4			
	Appointment and or delegation of the Management Authorities for the BMM WHS	Service Agreement concluded with the appointed Management Authority	Activation of the Project Management Committee (PMC)	M & E report produced on the implementation of the BMM WHS			
Portfolio Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4			
	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports			
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26		
	35 million	34 million	20 million	20 million	15 million		
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4			

Indicator Title	Number of Tourism Policies and plans developed to grow the tourism sector in the Province				
Definition	Tourism Policy Frameworks to grow the sector in the Province				
Source of data	National Tourism Sector Forum, Provincial Tourism Development Plans and Local Municipal Tourism Plans				
Method of Calculation / Assessment	Quantification of the Plans				
Means of Verification	Tourism Policies and Plans				
Assumptions					
Disaggregation Beneficiaries	Local Municipalities				
Spatial Transformation	Gert Sibande and Nkangala Local Municipalities				
Calculation Type	Cumulatively				
Reporting Cycle	Annually				
Desired performance	Developed Tourism Plans				
Indicator Responsibility	Director: Tourism				
Baseline	2017/18	2018/19	2019/20*	2020 / 21	
*Estimated performance	New Indicator	New Indicator	New Indicator	1	
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26
	1	2	2	2	2

Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Final Tourism Bill drafted	Submission of the Tourism Bill to state Law Advisors	Submission of the Tourism Bill for EXCO approval to publish for public comment	Tabling the Tourism Bill at the Provincial Legislature	
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	TORs	Appointment of Service Provider	Draft Tourism Plans	Final Tourism Plans	
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 /26
	500	N/A	N/A	N/A	N/A
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	

Sub-Programme: Tourism Sector Transformation

Indicator Title	Number of Tourism Capacity Building programmes implemented				
Definition	Transformation of the Tourism sector in the Province				
Source of data	Provincial Tourism Development Strategy				
Method of Calculation / Assessment	Quantification of activities to transform the sector				
Means of Verification	Reports				
Assumptions	To grow the tourism sector				
Disaggregation of Beneficiaries	Tourism product owners				
Spatial Transformation	Provincial				
Calculation Type	Cumulatively				
Reporting Cycle	Annually				
Desired performance	Transformed tourism sector				
Indicator Responsibility	Director: Tourism				
Baseline	2017/18	2018/19	2019/20*	2020 / 21	
*Estimated performance	New Indicator	New Indicator	New Indicator	New Indicator	
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26

	2	4	5	5	5
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 4
Quarterly Targets	1	Nil	1	Nil	
Portfolio of Evidence	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	Capacity building programme report	Tourism Careers Expo report	N/A	N/A	
Annual Budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26
	500	300	200	200	200
Quarterly Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	100	200	100	100	

Indicator Title	Number of Local Government Tourism Support programme implemented
Definition	Capacitation of the tourism sector
Source of data	Provincial Tourism Development Strategy
Method of Calculation / Assessment	Quantifications
Means of Verification	Local Municipal Tourism Plans

Assumptions										
Disaggregation of Beneficiaries	Municipalities									
Spatial Transformation	Gert Sibande and Nkangala Local Municipalities									
Calculation Type	Cumulatively									
Reporting Cycle	Annually									
Desired performance	Tourism Plans developed									
Indicator Responsibility	Director: Tourism									
Baseline	2017/18	2018/19		2019/20*		2020 / 21				
*Estimated performance	New Indicator	New Indicator		New Indicator		New Indicator				New Indicator
Annual Targets	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26					
	2	4	5	5	5					
Quarterly Targets	Quarter 1	Quarter 2		Quarter 3		Quarter 4				
	Development of Terms of Reference for Local Municipal Tourism Plans	• Appointment of Service Provider to develop the tourism plans for the		Stakeholder engagement on the development of the Local Municipal Tourism Plans		2				

		prioritised municipalities in Gert Sibande and Nkangala Local Municipalities			
		Local Government Tourism Summit coordinated			
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
TORs	Appointment of SP	Draft Plans	Final Plans		
2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26	
500	N/A	N/A	N/A	N/A	
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Operational	150	150	200		

Portfolio of Evidence

Annual Budget

Quarterly Budget

The 2020/2021 Annual Performance Plan of the Mpumalanga Department of Economic Development and Tourism is compiled with the latest available information from Departmental and other sources.
Some of this information is unaudited or subject to revision.

Department of Economic Development and Tourism

Riverside Government Complex
Nokuthula Simelane Building, First Floor
No. 7 Government Boulevard
Riverside Park Extension 2
Mbombela
1201

Website: <http://www.dedt.mpumalanga.gov.za/>
. PR220/2020

ISBN: 978-0-621-48599-8

Title of Publications: Mpumalanga Department of Economic Development & Tourism