Annexure E

ECONOMIC AND SMALL BUSINESS DEVELOPMENT

INTERGRATED ECONOMIC DEVELOPMENT SERVICES

Indicator title	Number of value chains mapped: - Agro-processing. - Mining. - Manufacturing.
Short definition	Value chains as identified in the economic strategy, researched and mapped out, identifying areas of benefit for small and medium enterprises. It will outline business activities and opportunities within the value chain.
Purpose/importance	To determine upstream and downstream activities in the identified value chains and to outline specific areas for SMME participation
Source/collection of data	Search engines, databases, literature
Method of calculation & Evidence type	Simple count Evidence = Mapped value chain report.
Data limitations	Limited provincial data
Type of indicator	Output.
Calculation type	Simple count
Reporting cycle	Annual.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

Indicator title	Number of enterprises assisted with access to markets.
Short definition	Enterprises exposed to markets through various platforms such as exhibitions, trade fairs, outbound missions, flea markets and linkages to other businesses. This includes enterprises that have successfully been assisted to participate in international EXPOs organised by the DTI.
Purpose/importance	The purpose is to ensure sustainability of small and medium enterprises by providing markets opportunities. This is to counter the collapse of such enterprises due to lack of markets.
Source/collection of data	Administrative data
Method of calculation & Evidence type	Count number of enterprises. Evidence =Attendance registers, Exhibition reports/ Photos.
Data limitations	None.
Type of indicator	Output.
Calculation type	Simple count.

Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance
Indicator responsibility	Dr T Mokoena.

Indicator title	Number of people trained within the prioritised sectors - Agro-processing. - Mining - Manufacturing. - Tourism. - Transportation.
Short definition	Individual in enterprises within agro-processing, mining, manufacturing, tourism and transport sector to be trained on various courses to improve the technical skills and business management skills. E.g. fruit processing, making garments, costing and pricing. Financial management and furniture manufacturing. Possible partners/service providers include Mr. Price foundation, FPMSeta, ARC
Purpose/importance	To improve the quality and production levels of enterprises and ability to run businesses effectively and professionally.
Source/collection of data	Databases.
Method of calculation & Evidence type	Count number of people on the attendance registers and report on the training. Evidence =attendance register, reports, programmes, materials.
Data limitations	Lack of resources.
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	Dr T Mokoena.

Indicator title	Number of operational forums in specific sector. - Agro-processing. - Mining. - Manufacturing. - Tourism. - Transportation.
Short definition	Establishment of forums for sector stakeholders to share information, collectively implement projects, align to the economic strategy and collectively deal with challenges within the sector. Focus will be on prioritised sector and ensure that they are fully

	operational I.e. they meet quarterly as outlined in the terms of reference.
Purpose/importance	Sectors will be organised. This will improve information sharing, bargaining power and easier detection of challenges within the sector.
Source/collection of data	Databases for possible members.
Method of calculation & Evidence type	Evidence =Minutes of forum meetings, agenda, attendance register
Data limitations	Participation of SMMEs are limited to certain areas.
Type of indicator	Output.
Calculation type	Cumulative counting.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	Dr T Mokoena.

Indicator title	Number of initiatives to support industrial development.
Short definition	Initiatives that lead to either introducing new factories or improving operational setting / mechanism for the factories. Support may be in a form of development (Development means bringing about change either towards operations, labour or infrastructure), upgrading of infrastructure, bringing-in investments, training, negotiations and or general assistance for operational output or productive capability.
Purpose/importance	To effect radical economic transformation by providing support to productive sectors.
Source/collection of data	Engage with businesses to submit business plan, needs analysis report of feasibility report.
Method of calculation & Evidence type	Evidence =Reports/ Photos/Minutes.
Data limitation	Availability of feasibility studies.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarter four.
New indicator	No.
Desired performance	Higher performance desired.
Indicator responsibility	Dr T Mokoena.

Indicator title	Number of black industrialist developed.
Short definition	Advance an industrial development path in the Province that is characterised by increased participation of previously marginalised citizens through either financial or non financial means.

Purpose/importance	Deepening transformation patterns of economic development and wealth distribution
Source/collection of data	Engage with businesses to submit business plan, needs analysis report of feasibility report.
Method of calculation & Evidence type	Evidence = Progress reports, Business plans, Feasibility studies
Data limitations	There has to be business plans or feasibility studies from the project owners
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarter four.
New indicator	Yes
Desired performance	Higher performance is desired.
Indicator responsibility	Dr T Mokoena.

Indicator title	Number of business to business or business to consumer marketing platforms arranged.
Short definition	To coordinate marketing platforms as a channel to help enterprises to reinforce their brand position or generate awareness of their products and services throughout South Africa, and beyond through either via TV, Internet, Cellphones, Radio, Newspaper, Match making or Trade-Fairs etc.
Purpose/importance	The platform provides base to help enterprises with exposure to achieve growth and accomplish their business goals.
Source/collection of data	DESTEA and relevant stakeholders.
Method of calculation & Evidence type	Evidence =MOU/MOA/Minutes/ Attendance register
Data limitations	Availability of marketing platforms.
Type of indicator	Output.
Calculation type	Non cumulative.
Reporting cycle	Annually.
New indicator	Yes.
Desired performance	Higher performance.
Indicator responsibility	Dr T Mokoena.

ECONOMIC PLANNING

Indicator title	Research policy developed.
Short definition	To ensure collaborative effort in the determination of the research agenda of DESTEA and the measurement of the impact of departmental programmes and policy interventions, in order to address the development goals objections of the organisation.

Purpose/importance	The purpose of this action is to ensure that all research conducted, in the department will contribute towards achieving the mandate of DESTEA.
Source/collection of data	Guidelines from other economic cluster departments and government entities
Method of calculation & Evidence type	One blanket policy will be developed to guide processes within DESTEA. Evidence: One policy developed.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative
Reporting cycle	Annually.
New indicator	Yes
Desired performance	Higher performance is desired.
Indicator responsibility	M.S. Sani

Indicator title	R&D projects completed within planned time frames.
Short definition	Production of new information, methods and techniques through R&E The following stages guides the research projects: - Determine research needs relating to Integrated Economic Development (industrial development and value chain development) and Small Business Development (SMME and Cooperative development). - Develop a Terms of Reference (ToR) - The appointment of a Service Provider - Prepare progress reports on the projects - Convening stakeholder meetings for the validation of the findings - Submit final report to Senior Management - Sharing the reports with relevant stakeholders
Purpose/importance	To ensure new information and technologies are used to increase economic growth and to support the achievement of DESTEA goals.
Source/collection of data	R&D unit.
Method of calculation & Evidence type	One project per quarter, due to the length of research initiatives. Evidence =MoUs, SLA, and/or research reports for each study.
Data limitations	Duration of research initiatives.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	M.S Sani.

Indicator title	Intelligence report produced.
Short definition	Compilation of economic intelligence reports. The focus in these reports is on key economic indicators reflecting the performance and growth of the Free State's economy, indicators such as Employment and Unemployment rate, GDP, Demographics, Human Development Index (HDI) and others. Emphasis is also on the key sectors driving the provincial economy, i.e. mining, agriculture, manufacturing, trade, construction, transport, finance, community & social services and private households, which is in line with the FSGDS and national policy documents such as IPAP and the NDP.
Purpose/importance	To avail critical information for economic planning. In order to support the achievement of DESTEA goals and objectives.
Source/collection of data	Economic indicators from StatsSA, Global Insight, Company AFS.
Method of calculation & Evidence type	One per quarter due to resource availability. Evidence =Reports compiled.
Data limitations	Data not always recent; data not available at lowest level; frequency of new data releases.
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	M.S. Sani

Indicator title	SOP on policy formulation process developed.
Short definition	Standard Operating Procedure on policy formulation refers to the acceptable industry norms and standards in developing or formulating a policy for an organization. It outlines the processes to be followed when developing or formulating a policy.
Purpose/importance	To streamline policy formulation and to ensure consistency in the development or formulation of policies. Furthermore, the SOP will ensure alignment to the research policy, economic strategy etc, in order to ensure that all policies developed support the goals and objectives of DESTEA.
Source/collection of data	National policy documents and plans.
Method of calculation & Evidence type	Only one SOP is required to ensure uniformity in policy development/ Evidence =SOP document on policy formulation.
Data limitations	None
Type of indicator	Output.

Calculation type	Non-cumulative.
Reporting cycle	Annually
New indicator	New
Desired performance	Satisfactory
Indicator responsibility	Standard Operating Procedure on policy formulation refers to the acceptable industry norms and standards in developing or formulating a policy for an organization. It outlines the processes to be followed when developing or formulating a policy.

Indicator title	Sector Strategies developed.
Short definition	Refers to the development of sector strategies aligned to the FSGDS and the provincial Economic Strategy.
Purpose/importance	To ensure coordinated and focussed approach to implementation of the Free State Growth and Development Strategy and other relevant strategies.
Source/collection of data	National policy documents and plans.
Method of calculation & Evidence type	Based on resource limitations. Evidence=Terms of reference, and strategy documents developed.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi-annually.
New indicator	New.
Desired performance	Satisfactory.
Indicator responsibility	M.S Sani.

Indicator title	Policy briefs released.
Short definition	It is a concise summary of a particular issue, the policy options to deal with it, and some recommendations on the best option to follow.
Purpose/importance	The policy brief is aimed at providing critical policy directive and information for effective implementation. The targeted individuals are departmental employees and relevant stakeholders. The policy brief should also clarify the relationship between relevant policies and the goals, objectives and strategies of DESTEA. The intention of theses briefs are to strengthen developmental delivery alignment.
Source/collection of data	National policy documents and plans.
Method of calculation & Evidence type	Based on resource limitations; demand driven. Evidence = Concise policy brief reports/documents; attendance registers/distribution lists.
Data limitations	Limited to policy releases.

Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Demand driven.
Indicator responsibility	M.S Sani.

Indicator title	Seminars held on research findings and new policy directives.
Short definition	Management of economic knowledge and information. Stakeholder management.
Purpose/importance	To ensure that decision-makers and policy-makers base their decisions on recent and accurate information, in order to improve policy and strategy development, alignment and ultimately service delivery of DESTEA.
Source/collection of data	Completed research reports, policies from relevant stakeholders.
Method of calculation & Evidence type	Based on resource limitations; demand driven. Evidence = Programme, seminar presentation material, attendance registers, register/list of seminars conducted, invitations to attend.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Bi annually.
New indicator	Yes.
Desired performance	Satisfactory
Indicator responsibility	M.S Sani.

Indicator title	Information sessions on consumer topics held**.**
Short definition	Consumer education and awareness outreach programmes.
Purpose/importance	Creating a fair business environment; empowering consumers Promoting responsible consumer behaviour;
Source/collection of data	Department's records – attendance registers, presentations, satisfaction survey of economic planning unit.
Method of calculation & Evidence type	3 Sessions per month. Evidence = Session feedback questionnaire, register/list of session, programmes, presentation material, attendance registers.
Data limitations	None.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr. T. Radikeledi.

Indicator title	World Consumer Day celebrated.
Short definition	Is an annual occasion for celebration and solidarity within the international consumer movement. The day was established in 1983 to promote the basic **rights** of **consumers** everywhere.
Purpose/importance	To promote the basic rights of consumers everywhere in the world.
Source/collection of data	National and provincial policy documents
Method of calculation & Evidence type	Determined by Consumers International (Mother body of all consumer practitioners/organizations in the world) Evidence = Concept documents, submissions, project plan, programme, presentation material, attendance registers.
Data limitations	None.
Type of indicator	Output
Calculation type	Non cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Satisfactory.
Indicator responsibility	Mr. T. Radikeledi.

Indicator title	Percentage of all received complaints mediated and concluded within 90 days
Short definition	Mediation and adjudication of consumer disputes. -conflict resolution round-table talks -consumer court proceedings.
Purpose/importance	Eradicate and provide for investigation, prohibition and control of the proliferation of unfair business practices in the Province. Establish norms and standards to ensure consumer protection.
Source/collection of data	Economic Planning Unit.
Method of calculation & Evidence type	Turnaround time taken to resolve a case (3 months). -grievances will be handled within 3 months -unresolved grievances are referred to the consumer court for final arbitration. Evidence = Complaints received register Baseline = 174
Data limitations	Demand driven in relation to complaints received.
Type of indicator	Output
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Lower performance is desirable.
Indicator responsibility	Mr. Timothy Radikeledi.

Indicator title	Number of consumer court sittings conducted.
Short definition	To give redress to consumer disputes involving deficiencies in services provided to the consumers, through the sitting of Provincial Consumer Affairs Court consisting of 5 members.
Purpose/importance	To resolve consumer related disputes.
Source/collection of data	Economic Planning Unit.
Method of calculation & Evidence type	4 Sittings per month for 10 months. Evidence=Programmes, attendance registers, rolls of each sitting.
Data limitations	Availability of court members.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher
Indicator responsibility	Mr. T. Radikeledi.

Indicator title	Number of partnerships and networks established.
Short definition	Refers to establishment of strategic partnerships with industry stakeholders to unlock funding and skills, as well as economic development potential.
Purpose/importance	Building a network of relationships to help government achieve its objectives efficiently and effectively.
Source/collection of data	Local, provincial, and national government; DFIs; private sector and associated industries.
Method of calculation & Evidence type	Based on funding requirements for the number of research projects targeted. Evidence = MoUs; ToR; Letters of Intent; Service Level Agreements; MoAs; and related legal documents. Register of funded/supported (skills, advice) research projects.
Data limitations	Involvement of stakeholders.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Higher.
Indicator responsibility	Refers to establishment of strategic partnerships with industry stakeholders to unlock funding and skills, as well as economic development potential.

Indicator title	Number of investigations on rife unfair business practices conducted.
Short definition	Investigation of alleged unfair business practices.

Purpose/importance	Verification of allegations and gathering of the necessary evidence and submission of recommendations.
Source/collection of data	Investigators' reports.
Method of calculation & Evidence type	Method of calculation: Evidence=Reconciliation of the number of investigators' reports to the number of cases in the Register.
Data limitations	None.
Type of indicator	Output
Calculation type	Simple count.
Reporting cycle	Bi-annually.
New indicator	New.
Desired performance	Higher.
Indicator responsibility	Mr. T. Radikeledi.

SMALL BUSINESS DEVELOPMENT

Indicator title	Number of existing SMME's and Co-operatives supported.
Short definition	Development of business through financial or non-financial (marketing, training, technical support, equipment, etc.) support or by providing access to government markets, global markets or Private Sector.
Purpose/importance	To enable business to be part of the First Economy. To close the gap between the rich and the poor.
Source/collection of data	- Walk-in enquiries and telephonic enquires - Word of mouth - Referrals - Workshops and Trainings - Exhibitions - Conferences and Seminars - Company visit an Business surveys
Method of calculation & Evidence type	Simple count: Evidence: MOU/ Acceptance letter(Financial), Attendance register and Report; Proof of qualification (e.g. certificate), programmes and training material in the case of training; registers of referrals, exhibition reports with photographic evidence, surveys, register of company visits and signed attendance registers.
Data limitations	SMME management is done manually. These causes delay of data collection and compilation.
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.

Indicator responsibility	Mr M Sehularo.

Indicator title	Number of new and existing SMME's and Co-operatives Developed.
Short definition	Development of business through the enterprise process flow ,registration of a business, access to skills, to incentives in developing their business and assisting with the sustainability of their business.
Purpose/importance	Promote the development of sustainable Co-operatives that comply with the Co-operative principles, thereby increasing the number and variety of economic enterprises operating in the formal economy.
Source/collection of data	DETEA, DTI, other Departments and Government Agencies.
Method of calculation & Evidence type	Simple count: Evidence: Proof of company registrations – company reg. number; SARS tax clearance certificate, BBB-EE certificate where necessary. The SABS and SANAS certificates of compliance can also be included where necessary, reports on skills development, reports on incentives provided/facilitated, technical reports developed.
Data limitations	Dependent on Provincial database, DIT and Government Agencies.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo**.**

Indicator title	Number of co-operatives and SMME's supported through sector departments.
Short definition	- Financial and non-financial support - Support through the process flow of SMME's outlined by the department.
Purpose/importance	Utilise the resources and skills of sector departments, through their respective departmental programmes, to support (financial, non-financial, technical) cooperatives and SMME's in the province.
Source/collection of data	Provincial data.
Method of calculation & Evidence type	Simple count Evidence = Registers of support provided; Reports; MOU's/Agreements with sector departments; Sector department progress reports.
Data limitations	Dependent on different Departments, municipalities, and Agencies.
Type of indicator	Output.

Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo

Indicator title	Number of alignment consultation and capacity building with local government stakeholders on local Economic Development
Short definition	Collative participation/collaboration of municipalities, public and private sector, based on strategies, programmes in order to have a common vision and objectives for local economic development (this would include infrastructure, policies, programmes, projects etc.).
Purpose/importance	To encourage the local government stakeholders to participate with private sectors and other interested parties in making sure that the economy of the province grow exponentially, in line with a common vision and objectives.
Source/collection of data	Municipalities and other stakeholders.
Method of calculation & Evidence type	Evidence=Session registers, Minutes, programmes/agendas; Report on impact of consultations concluded.
Data limitations	Depend on Municipalities, departments and Private sector.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Phumla Ngqeza.

Indicator title	Number of municipalities supported with various interventions relating to business regulation.
Short definition	By-law processes through best practices from lead municipalities, interventions (advise, training, information sessions, inclusion in programmes) with regard to the National Strategy, which includes National Informal Business Strategy, Red Tape Reduction Programme and Foreign Nationals and National Traders Programmes.
Purpose/importance	Ensure better business environment for SMME's and Cooperatives.
Source/collection of data	SALGA, COGTA and different Municipalities.
Method of calculation & Evidence type	Red Tape Reduction Pilot project at Maluti-A-Phofung and various workshops conducted for municipalities.

	Evidence = Programmes, attendance registers, presentation materials, reports, register of interventions.
Data limitations	Outdated Business laws i.e Business Act, 1991 Lack of trained personnel/ No relevant people at Municipality for Business Regulation.
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	P Motsoetla

Indicator title	Number of business forums facilitated.
Short definition	Destea will organise business leaders in sector specific forums, provide governance structures and chair the first three meetings in which forums will be established or resuscitated to share challenges and provide support to other small businesses in the same sectors. Through capacity building workshops and meetings.
Purpose/importance	Ensure consultation on economic policies and strategy.
Source/collection of data	Organised business/ Informal sector.
Method of calculation & Evidence type	Evidence= Minutes, attendance registers, programmes, presentation materials.
Data limitations	Uncoordinated engagements by spheres of Govt and engagement fatigue.
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	P. Motsoetla

Indicator title	Number of B-BBEE compliance capacity building sessions facilitated
Short definition	Facilitate capacity building sessions in order to ensure compliance with the BBBEE policy and Codes of Conduct.
Purpose/importance	Ensure radical economy decolonisation/deracialisation.
Source/collection of data	Evidence=National /Provincial Treasury and Research data.
Method of calculation & Evidence type	Reports on facilitations and impact thereof. Evidence= Post event reports, attendance registers, copies of BBB-EE certificates, programmes, presentation material.
Data limitations	Non-collaboration from businesses.
Type of indicator	Output.

Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	P Motsoetla

Indicator title	Number of linkages established with local Entities.
Short definition	To establish linkages with entities functioning within local municipalities in order to advise that their activities are aligned to DESTEA and MTSF developmental objectives.
Purpose/importance	Ensure that entities are aware of, and supporting the NDP and MTSF.
Source/collection of data	DESTEA SBD Unit.
Method of calculation& Evidence type	Evidence=Reports on linkages with local entities and the impact thereof.
Data limitations	Regulations and by-laws, Lack of resources
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher Performance.
Indicator responsibility	P. Motsoetla.

Indicator title	Number of consultation sessions with Entities aimed at strengthening the relationship between DESTEA and Entities.
Short definition	Enhance collaboration and partnerships between DESTEA and its Entities in order to ensure common developmental goals and objectives.
Purpose/importance	To ensure that activities ,projects and programmes are aligned between DESTEA and Entities in order to ensure that the developmental goals of DESTEA are attained.
Source/collection of data	DESTEA SBD Unit and Entities.
Method of calculation& Evidence type	Evidence=Minutes, attendance registers, Report.
Data limitations	Lack of access to information.
Type of indicator	Output.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	High Performance.
Indicator responsibility	P Motsoetla.