

Annexure E

ECONOMIC DEVELOPMENT

Sector and Industrial development

Indicator title	Number of sector development plans developed <ul style="list-style-type: none"> - Agro-processing. - Mining. - Manufacturing. - Tourism. Transportation.
Short definition	Development of plans for prioritised sectors in line with the FSGDS, NDP and MTSF.
Purpose/importance	To formalise the process of developing relevant sectors and sub-sectors that will contribute significantly to the GDP of the province.
Source/collection of data	Appoint a service provider.
Method of calculation & Evidence type	A plan.
Data limitations	The quality of the plan depends on the thoroughness and accuracy of the service provider.
Type of indicator	Output.
Calculation type	Counting.
Reporting cycle	Annual.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

Indicator title	Number of value chains supported <ul style="list-style-type: none"> - Agro-processing. - Mining. - Manufacturing. - Tourism. Transportation.
Short definition	Analysis of various value chains within the sectors and supporting enterprises that falls within the selected value chains in order to provide non-financial support. This will include mapping of the value chain, plan, training, exposure to markets, assistance to access funding from DFIs.
Purpose/importance	It will indicate value chains with added advantages and ensure that support to enterprises is targeted effectively. It will indicate the necessary forward and backward linkages required for businesses to be sustainable.

Source/collection of data	StatsSA, literature review, associations reports, registered data sources.
Method of calculation & Evidence type	Count number of value chain analysis reports that incorporate support provided for enterprises. Supporting Document will be a report per value chain, with attachments of the support provided e.g. a report and attendance register where training was provided.
Data limitations	Some of the data from StatsSA is not disaggregated down to provinces and the reliability of other data sources.
Type of indicator	Output.
Calculation type	Counting
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Improvement in sustainability of enterprises that are within specific sectors.
Indicator responsibility	M G Morakile.

Indicator title	Number of people trained within the prioritised sectors <ul style="list-style-type: none"> - 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.
Data limitations	Dependency on databases.
Type of indicator	Output.
Calculation type	Counting.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

Indicator title	Number of operational forums in specific sector. <ul style="list-style-type: none"> - Agro-processing. - Mining. - Manufacturing. - Tourism. - Transportation.
Short definition	Establishment of forums for sector stakeholders to share information, collectively implement projects 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	Minutes of forum meetings.
Data limitations	Reliance on databases.
Type of indicator	Output.
Calculation type	Cumulative counting the operational forums.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

Indicator title	Number of industrial projects supported.
Short definition	Projects 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 activities.
Source/collection of data	Physical observation.
Method of calculation & Evidence type	Statistical Evidence, Testimonial Evidence, Anecdotal Evidence and Analogical Evidence.
Type of indicator	Processes may go off the rail as a result of a very intricate process towards achievement of the output.
Calculation type	Output.
Reporting cycle	Non-cumulative.
New indicator	Annual.

Desired performance	Higher performance desired.
Indicator responsibility	M G Morakile.

Indicator title	Number of industrial development plans developed.
Short definition	Preparation of best practice information to the statements of intent on either identified or prioritized projects Formal reports that documents decisions concluding in a choice of one from two or more alternatives for the identified or prioritised projects.
Purpose/importance	Generation of information in the development of factories for large-scale production.
Source/collection of data	Physical evidence.
Method of calculation & Evidence type	Business plan, Statistical Evidence, Anecdotal Evidence and Analogical Evidence.
Data limitations	Depends on the accuracy of information from the service provider.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

Indicator title	Number of businesses assisted with funding from different funding avenues.
Short definition	Businesses assisted mean referred to or taken to i.e. business plans for prospective businesses are collated and submitted on their behalf by the department to the DFIs such as the DTI, SEFA, NEF etc.
Purpose/importance	The funding is important for establishment and expansion of existing businesses.
Source/collection of data	Database of funded proposals.
Method of calculation & Evidence type	Counting the number of businesses that accessed funding. (Approval letter).
Data limitations	After application, FDIs communicate directly with enterprises and therefore it may not be easy to detect some businesses with approved and funded businesses.
Type of indicator	Output.
Calculation type	Counting.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

Indicator title	Reports on trade agreements implemented and the rand value thereof.
Short definition	Report detailing the status of the agreement aimed at increasing trade and creating new investment opportunities between the province and other countries.
Purpose/importance	To establish extend to which the agreements contribute towards ensuring provincial economic growth.
Source/collection of data	Engagement with custodians of the agreements.
Method of calculation & Evidence type	Retrospective synthesis report of work done on the implementation based on the objectives of the agreements.
Data limitations	To establish the substantive impact of the agreements may not be easy.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Yearly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	M G Morakile.

ECONOMIC RESEARCH AND PLANNING

Indicator title	R&D projects initiated.
Short definition	Production of new information, methods and techniques The following stages guides the research projects: <ul style="list-style-type: none"> - Determine needs after research - 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.
Source/collection of data	MoUs, SLA, and research reports for each project.
Method of calculation & Evidence type	MoUs, SLA, and research reports for each study.
Data limitations	Research reports may not be available at the end of the financial year.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Monthly, quarterly and annually.

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.
Source/collection of data	Economic indicators from StatsSA, Global Insight, Company AFS.
Method of calculation & Evidence type	At least one report per quarter.
Data limitations	Data not always recent; data not available at lowest level.
Type of indicator	Output.
Calculation type	Number of reports.
Reporting cycle	Quarterly and annually.
New indicator	No.
Desired performance	Higher performance is desired.
Indicator responsibility	M.S. Sani

Indicator title	Provincial economic strategy developed.
Short definition	Policy planning and formulation. Outlining the course to be followed in developing the provincial economy <ul style="list-style-type: none"> - Setting the provincial economic growth target to be achieved over time - Prioritising economic sectors for economic development - Outlining economic programmes to be implemented in priority sectors - Coordination of stakeholders' economic activities Periodic evaluation of programmes.
Purpose/importance	To ensure that the implementation of all strategic economic programmes and are planned for.
Source/collection of data	Department policy documents and plans.
Method of calculation & Evidence type	Plans for intended programmes. Quarterly and Annual Statssa reports & strategic plan
Data limitations	Availability of data industry and local municipality

Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Monthly, quarterly and annually.
New indicator	No.
Desired performance	Higher performance is desired.
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.
Source/collection of data	Completed research reports, policies from relevant stakeholders.
Method of calculation & Evidence type	Number of seminars, workshops held and disseminated documents.
Data limitations	None.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Monthly, quarterly and annually.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	M.S Sani.

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	Investigated files whose disputes have not been resolved.
Method of calculation & Evidence type	Number of Consumer Affairs Court sittings in a month ideally every Friday of the Month.
Data limitations	None.
Type of indicator	Activity and output indicators.
Calculation type	Cumulative.
Reporting cycle	Monthly, quarterly and annually.
New indicator	No.
Desired performance	Complete record of all cases featured in the Roll.
Indicator responsibility	Mr. T. Radikeledi.

Indicator title	Capacity building programmes held to promote fair and sustainable market for consumer products and services.
Short definition	Consumer education and awareness outreach programmes.
Purpose/importance	Creating a fair business environment; Promoting responsible consumer behaviour;
Source/collection of data	Department's records – attendance registers, presentations, satisfaction survey.
Method of calculation & Evidence type	Number of information sessions and workshops held per annum; questionnaire.
Data limitations	None.
Type of indicator	Activities and output indicators.
Calculation type	Cumulative.
Reporting cycle	Monthly, quarterly and annually.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr. T. Radikeledi.

Indicator title	Mediation concluded timeously.
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	Department's Register Book of complaints lodged by consumers.
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.
Data limitations	None.
Type of indicator	Activity and output indicators.
Calculation type	Non-cumulative.
Reporting cycle	Monthly, quarterly and annually.
New indicator	New.
Desired performance	Lower performance is desirable.
Indicator responsibility	Mr. Timothy Radikeledi.

Indicator title	Investigate unfair business practice.
Short definition	Investigation of alleged unfair business practices Investigation of alleged unfair business practices. -sporadic visits paid to business to investigate possible violations

	of applicable legislation or policy, e.g micro-lending, labelling of products -analysis of consumer cases to determine trends on unfair business practices -use of public opinion and research findings by statutory bodies like NCC and Competition commission to determine issues to be investigated.
Purpose/importance	Verification of allegations and gathering of the necessary evidence.
Source/collection of data	Investigators' reports.
Method of calculation & Evidence type	Reconciliation of the number of investigators' reports to the number of cases in the Register.
Data limitations	None.
Type of indicator	Output indicator.
Calculation type	Investigative report for each case.
Reporting cycle	Monthly, quarterly and annually.
New indicator	New.
Desired performance	Lower performance is desirable.
Indicator responsibility	Mr. Timothy Radikeledi.

SMALL BUSINESS DEVELOPMENT

Indicator title	Number of existing SMME's supported.
Short definition	To assist SMMES through; <ul style="list-style-type: none"> - Financial support such as buying equipment. - Non financial support such as linking SMMEs with DFIs, , Training, etc - by using the mechanism of the Process flow..
Purpose/importance	To sustain their business and to ensure that these business create job for others.
Source/collection of data	<ul style="list-style-type: none"> - Walk-in enquiries and telephonic enquires. - Workshops and Trainings. - Exhibitions. - Conferences and Seminars. Company visit an Business surveys.
Method of calculation & Evidence type	1.Equipment – acceptance letter / voucher must be completed and signed, 2.Sponsorship/Donation of money – Bass report, 3.Training – attendance register and report,
Data limitations	SMME management is done manually. These causes delay of data collection and compilation. A need for Electronic Data Management linked between the Department and relevant stakeholders.
Type of indicator	Business supported for sustainability.
Calculation type	Visits to companies. Meetings and workshops.

Reporting cycle	Weekly, Monthly, quarterly and Annually.
New indicator	Implementation of BBBEE during procurement.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo.

Indicator title	Number of new and existing SMME's Developed.
Short definition	Development of business through skills trainings, financial assistance to enhancement, linkage with other business for trading purposed.
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	<ul style="list-style-type: none"> - 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	<ol style="list-style-type: none"> 1. Skills programme - Certificate 2. Financial assistance - Bass report 3. Linkages with other business /DFIs – Reports and Attendance register
Data limitations	SMME management is done manually. These causes delay of data collection and compilation. A need for Electronic Data Management linked between the Department and relevant stakeholders.
Type of indicator	Business supported for sustainability and jobs created.
Calculation type	Production of Goods and Services, profit made by business jobs secured for owners and their employees – Sustainability.
Reporting cycle	Weekly, Monthly, quarterly and Annually.
New indicator	Implementation of BBBEE policies during procurement.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo.

Indicator title	Number of existing co – operatives Supported.
Short definition	To assist Cooperatives through; <ul style="list-style-type: none"> - Financial support such as buying equipment. - Non financial support such as liking SMMEs with DFIs, , Training, etc - by using the mechanism of the Process flow..
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	DETEA, DTI, other Departments and Government Agencies.

data	
Method of calculation & Evidence type	1. Equipment – acceptance letter / voucher must be completed and signed, 2.Sponsorship/Donation of money – Bass report, 3.Training – attendance register and report,
Data limitations	Dependent on Provincial database, DIT and Government Agencies.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continuous.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo.

Indicator title	Number of existing new and existing co-operatives developed.
Short definition	Development of business through skills trainings, financial assistance to enhancement, linkage with other business for trading purposed.
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	1.Providing Data base – List of enterprises according support given 2.Skills programme - Certificate 3.Financial assistance - Bass report 4. Linkages with other business / DFIs – Reports and Attendance register.
Data limitations	Dependent on Provincial database, DIT and Government Agencies.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Continuous.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo.

Indicator title	No of successful co-operatives supported through interdepartmental co-operative forums.
Short definition	- Financial and non-financial support - Support through the process flow of SMME's outlined by the department.
Purpose/importance	Synergize departmental programmes aimed at Co-operatives'

	support.
Source/collection of data	Provincial data.
Method of calculation & Evidence type	1.Skills programme – Certificate 2.Financial assistance - Bass report 3. Linkages with other business / DFIs – Reports and Attendance register
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 enterprises migrated into a portfolio per trade advisor through the SBD process flow.
Short definition	SMME's and / Co -operatives migrated into the new SMMEs and / Co-operatives database, assisted through the process flow outlined by the department.
Purpose/importance	To monitor and evaluate the progress in SMME and Co-Operatives.
Source/collection of data	Provincial Data base
Method of calculation & Evidence type	Screen shorts. Excel Spreadsheet and www.sedfafrica.co.za Database.
Data limitations	None.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Bi annually.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Mr M Sehularo.

Indicator title	The average service centre's Client Service Ratings (CSR) per service centre out of 10.
Short definition	Enterprises rate the service rendered at service centre during his /her visit at the centre. Whereby from 1-4= poor, from 5-7 good and 8-10 excellent.
Purpose/importance	Measurement of service standards.
Source/collection of data	Destea and ILO Database
Method of calculation & Evidence type	Rate 0-10 Scorecard and Clients and internal client's attendance register.

Data limitations	Voluntarily.
Type of indicator	Outcome.
Calculation type	Average.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Phumla Ngqeza.

Indicator title	Alignment consultation sessions with local government stakeholders on local economic development.
Short definition	Collative participation/collaboration of municipalities, public and private sectors, based on strategies, programmes to be on common ground with economic development infrastructure.
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.
Source/collection of data	Municipalities and other stakeholders.
Method of calculation & Evidence type	Attendance register, Minutes.
Data limitations	Municipalities, department and Private sector.
Type of indicator	Outcome.
Calculation type	Progressive.
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Higher performance is desired.
Indicator responsibility	Phumla Ngqeza.

Indicator title	Number of capacity building initiatives per municipality.
Short definition	Capacity building in relations with SALGA, Cogta, Municipalities and other related parties.
Purpose/importance	To capacitate LED's in municipality with skills transfer in order to implement the programmes.
Source/collection of data	Provincial data.
Method of calculation & Evidence type	Attendance register, Agenda, Minutes.
Data limitations	Municipalities and Departments.
Type of indicator	Encourage partnership with municipalities.
Calculation type	Engagements with Municipalities and positive outcomes.
Reporting cycle	Bi –monthly.
New indicator	Existing.
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, support and interventions through 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.
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 Attendance register.
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	Co-operative Governance and Capacitating Municipalities.
Calculation type	Simple count.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	Kaiser Khoza.

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 meeting
Purpose/importance	Ensure consultation on economic policies and strategy.
Source/collection of data	Organised business/ Formalising the Informal sector.
Method of calculation & Evidence type	Provide, workshop material, minutes and attendance register
Data limitations	Infighting amongst these organisations. Uncoordinated engagements by spheres of Govt and engagement fatigue.
Type of indicator	Ensuring free trade and unblocking the challenges for SME and in particular Black Business.
Calculation type	Quarterly.
Reporting cycle	Bi-Annually.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	Kaiser Khoza.

Indicator title	Number of key strategic stakeholders structures co-ordinated.
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Short definition	Destea will coordinate Private Sector Companies, Financial Institutions, organised business associations and State Owned Enterprises to drive and manage key topical economic and enterprise strategies within the Province.
Purpose/importance	Ensure policy advisory.
Source/collection of data	Organised Business.
Method of calculation & Evidence type	Quarterly standing meeting with MEC. Attendance register, minutes or report.
Data limitations	There's a plethora of such fora and lack of co-ordination by Government discourages private sector from participating.
Type of indicator	Ensure a business friendly environment and transforming Business sector.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	Kaiser Khoza.

Indicator title	Number of B-BBEE ventures facilitated.
Short definition	Facilitate BBEE ventures and ensure that in key government projects or those who do business with government adhere to BBEE and Codes of Good
Purpose/importance	Ensure radical economy decolonisation/deracialisation.
Source/collection of data	National /Provincial Treasury and Research data.
Method of calculation & Evidence type	EXCO need to take a Resolution and CFO and M&E units in all FS government need to report Quarterly to Destea and Treasury Report. Evidence: Report
Data limitations	Non-collaboration from Business.
Type of indicator	Transform FS Business.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	Higher performance is desired.
Indicator responsibility	Kaiser Khoza.