

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

Amended Annual Performance Plan for 2024 – 2025

DATE of TABLING



DEPARTMENT OF ECONOMIC
DEVELOPMENT AND TOURISM
STRATEGY MANAGEMENT

2024 -08- 27

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Executive Authority Statement

Amílcar Cabral, an agronomist who led an armed struggle that ended Portuguese colonialism in Guinea-Bissau and Cabo Verde acclaimed that we must, “Always bear in mind that the people are not fighting for ideas, for the things in anyone’s head. They are fighting to win material benefits, to live better and in peace, to see their lives go forward and to guarantee the future of their children.”

These ideals are actively pursued in the seven developmental priorities that seek to elevate the socio-economic status of the lives of the citizens of the country, and indeed the province. The mandate for the department of Economic Development and Tourism is mandated by the priority that requires us to transform the economy through interventions that promote developmental growth that creates decent opportunities for employment.

Notwithstanding the fiscal constraints facing the province, the department’s Annual Performance Plan for the Financial Year 2024/2025 confirms our commitment of the to the mission to develop a provincial economy that responds to the needs of the people.

The economic reconstruction and recovery plan, as well as refinements being introduced, provide an opportunity to embark on a new growth path and achieve a sustainable economic future based on economic inclusion, high rates of employment, and better levels of social equity. Sustainability also entails a just transition to a low-carbon future, sensitive to urgent environmental imperatives and the impact of the transition on the working people.

Driving industrialisation is imperative to diversifying the historical mining-based economy. The department is guided by the Re-Imagined Industrial Strategy which seeks to support a rapid economic rebound through infrastructure investment, energy security, enabling conditions for growth, macroeconomic framework amongst others, the province has embarked on mega projects to stimulate economic growth and inclusivity. Industrialisation is driven by the largescale investment in the megaprojects.

These projects, that form part of the Presidential Investment Drive, include the Boegoebaai Green Hydrogen Development Programme which is positioned as a key enabler of the Namakwa Special Economic Zone. The project will unlock mining beneficiation, production of green hydrogen fuel, infrastructure development, renewable energy and agro-processing. These sectors are expected to drive job creation and economic development of the province and the country in the medium to long term future.

Furthermore, there has been significant progress being demonstrated on the Upington Industrial Park. We have now embarked on the works phase. The site has been handed over

for construction to commence. Key areas that require attention include promoting local labour absorption and empowering small, medium, and micro-sized enterprises (SMMEs) through inclusive work packages. The implementation of phase 1 is in progress with the DTIC as the funder and the DBSA and implementing agents. RMA Consultants have progressed with project preparation process which is in line with the Framework for Infrastructure Delivery and Procurement Management (FIPDM) approach.

In terms of the Kathu Industrial Park, Anglo American has made progress by appointing a resource to assist the municipality in developing the necessary internal capacity for the project's bulk infrastructure. Additionally, there has been a submission for project preparation, which will enable the submission for BIF application. An allocation of R4.5 million has been set aside and will be administered through the Industrial Development Corporation (IDC) for executing key design parameters and implementation philosophy.

In order to enhance coordination and targeted support for small businesses with the sole aim to advance economic growth, government has adopted the National Integrated Small Enterprise Development (NISED) Masterplan. The department will continue to identify viable opportunities in the food manufacturing, renewable energy, and mining sectors to ensure that the SMMEs in the province can exploit the value chains in these sectors. To date, 112 applications have been received for the PV GreenCard Training Programme. Fifty-three applicants were shortlisted. Since the inception of the programme, 43 candidates (18 – Frances Baard; 13-Namakwa; 8-JTG; 2-ZFM; 2-PKS) have been certified. The SMMEs who have passed the PV Green Card training will be admitted to NOCSOBI. Consequently, one SMME has already received a tender for rooftop installation at a Klerksdorp school. Yet another has received a contract for residential rooftop solar installation.

The Annual Performance Plan 2024/2025 will continue to focus on attracting domestic and foreign investment by promoting the province as an ideal investment location and improve the investment climate. Emphasis will be on improving the business environment for both local and foreign companies, as well as alignment with national initiatives to attract investment from domestic and foreign companies including companies that want to expand their current investments. The improvement of the investment climate of the province and reduce the cost of doing business for domestic and foreign investors via the One-Stop Shop Investor Centre.

The department will continue to implement interventions aimed at transforming the tourism sector in the province to address ownership, management control, skills development, enterprise, and supplier development. The department's interventions are guided by the national Transformation Strategy for the Tourism Sector and national Tourism Sector

Strategy (2017) for direction on how to go about to contribute to a transformed provincial tourism industry. The interventions in the tourism sector will include financial and non-financial support. These interventions include tourism infrastructure development where it promotes tourism industry transformation.

The rollout of the Township and Rural Entrepreneurship Programme (TREP) will continue. It includes support to existing SMMEs around the Northern Cape with Stock, Material and Equipment to the maximum value of R100 000.00. Enterprises are expected to be operational for at least a year to qualify for the grant (No Start-Ups). Only enterprises owned by people living with disabilities are allowed to apply for support as Start-Ups. A Service Level Agreement (SLA) has been entered into with the Northern Cape SMME Trust to undertake the Procurement of material on behalf of the DEDaT.

Financial support to enterprises will be provided through the SMME blended finance model. At this juncture DEDaT has transferred R 57.225 million to the NEF. Consequently, nine enterprises have been funded amounting to a total of R 186 238 511 being disbursed, with the grant portion being R 43 863 040. In total, more than 500 jobs have been created in the province.

The department will also prioritise the rollout of digital infrastructure as pronounced in the National Broadband Policy "SA Connect", and the digital activation of new jobs in the digital space as outlined in the Department of Communication and Digital technologies, "National Digital and Future Skills Strategy."

We refuse to surrender the fight against the triple threat, to ensure that the people in the province "live better and in peace, to see their lives go forward and to guarantee the future of their children."

I hereby table the Department's Annual Performance Plan for 2024/2025 as informed by the Economic Recovery Plan, the Tourism Sector Recovery Plan, the National Development Plan, Medium Term Strategic Framework 2019-2024, Election Manifesto, the Provincial Growth and Development Plan and the Programme of Action.



Ms Lorato Venus Blennies

Member of the Executive Committee

Finance, Economic Development and Tourism.

DEPARTMENT OF ECONOMIC
DEVELOPMENT AND TOURISM
STRATEGY MANAGEMENT

2024 -08- 26

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Accounting Officer Statement

The shadow of the COVID-19 pandemic continues to linger as the country, and indeed the province, seek to recover from its devastating socio-economic effects that saw breadwinners lose their lives, companies being closed and jobs being lost.

The Honourable President Ramaphosa was correct in saying that, "COVID-19 did not browbeat us into submission or disillusionment. Working together, we overcame that crisis, and we have started to recover."

The South African economy has been growing slowly at under 2% year-on-year for more than a decade (StatsSA, 2020). The reasons for this are contested by economists, but common explanations include insufficient investments in skills, weak competition and integration into global value chains, premature deindustrialisation, which has led to insufficient diversification, inequalities in the distribution of land and other productive assets, and rigidities in the labour market (Luiz, 2016; National Treasury, 2019a; World Bank, 2018).

The GDP grew with 0.6% in the second quarter of 2023, a slight improvement over the previous quarter and maintaining the return to pre-pandemic levels after the extraordinary drop in the second quarter of 2020. Growth was driven by a 5% increase in investment by private business and state-owned companies, likely reflecting the rapid expansion in off-grid, largely renewable generation (TIPS, 2023).

The Northern Cape province is leading the charge to bring-about investment, and more importantly investment in greenfield industries and a bias to industrialise the province. This is as the province acknowledged in its Northern Cape Investment Booklet on the numerous and roll-out ready investment opportunities. The province notes that over 13 investment ready projects, with an initial capital outlay of over R 24 billion. The projects could lead to total employment impact of around 63 000 employment opportunities created. In the context to the provincial employment scenario this will equate to almost a quarter of the current employed cohort. To the provincial economy, there's a potential R 33.4 billion that could accrue, as the result of the modelled project, this will be about a third of the provincial GDP, in current terms.

The provincial economy data estimates suggests that the provincial economy would have grown by a muted 0.6% in 2022. This after rebounding from the 2020 COVID-19 economic restrictions, to grow by almost 7% in 2021. It is worth pointing out that the provincial economy similar to the national picture could be hampered by the energy crisis that has engulfed the country, as well as the slowing down of the economy, largely in part to the

policy stance adopted by the Reserve Bank, on curbing the imported inflation due to the Russian-Ukrainian impasse, which has affected the global value-chains.

The department will aggressively pursue the crowding in of investment, both nationally and internationally. The focus is on attracting domestic and foreign investment by promoting the region as an ideal investment location and improve the investment climate in the province. Emphasis will be on improving the business environment for both local and foreign companies, as well as alignment with national initiatives to attract investment from domestic and foreign companies including companies that want to expand their current investments. This will result in an increase in GDP and job creation.

The focus of the department will be on the development of investment project fact sheets on high impact projects and marketing these projects to investors via print and e-media platforms,

During the 2023/24 financial year, the department published an invitation for bids to enable the appointment of a suitable qualified service provider to develop a comprehensive Masterplan for the establishment and development of a metals, machinery and equipment (MME) sector industrial cluster in the province. This process will continue in the 2024/25 financial year to cover the other towns in the province that possess significant activity in the MME sector, notably Kimberley, Upington, Kathu and Kuruman.

The Department will continue to support and implement programmes that will make Northern Cape companies more globally competitive in terms of export activities. This will enable participation in the global economy that will create trade and employment opportunities.

In addition to GreenCard training, skills development initiatives will be implemented that include exporter development, CAD and CAM training. We are targeting a representation of 30% women, youth, and people with disabilities as beneficiaries of these initiatives.

In the 2024/2025 financial year DEDaT will support the Competitive Infrastructure Development: the Namakwa SEZ, Upington Industrial Park, Kathu Industrial Park investments supported by the Invest SA One Stop Shop. The department will also support Marine Economy: Investment in the Boegoeberg se Baai Port and Rail development; and Industrialisation: The NC Industrial corridor and metals and agro-processing cluster development. The implementation of these initiatives and projects will ensure that we reach our 5-year targets of GDP growth of 2% – 3% and reduced unemployment rate of 24-26%.

The energy crisis is seen by many experts to be the precipitous of an economy in recession. Therefore, impugning the ability of the economic sectors to create employment and thus absorb labour market participants. "We know that without a reliable supply of electricity,

businesses cannot grow, assembly lines cannot run, crops cannot be irrigated and basic services are interrupted.”

In supporting the call to address the energy crisis, the department will continue to implement the provincial renewable energy strategy which focuses on rooftop solar PV installation. The department will actively pursue the upskilling of SMMEs through the PV GreenCard programme in order to help SMMEs to qualify to participate in the renewable energy value chain. Qualification through the GreenCard programme allows SMMEs to negotiate power purchase agreements. The SMMEs who have passed the PV GreenCard training will be admitted to NOCSOBI. The Incubation centre is located in Kimberley and will be administered in a hybrid form, both physically and virtually.

The provincial unemployment rate is estimated at around 26.9% in the second quarter of 2023, a 0.3 percentage point increase in comparison to the previous quarter. This as employment levels in the province declined by around 16 800 jobs in the period under review. In context, the prospects of labour absorption also waned as the absorption rate declined to 38.7, whilst the discouraged work-seekers increased by over 23 000. The Northern Cape provincial unemployment rate is estimated at 26.9% utilising the official unemployment rate, and estimated at 43.3% using the expanded definition.

The government is shifting its attention to developing strategies and implementing initiatives to manage and support the informal sector in an effort to stimulate employment and grow the economy (PSEF, 2023). In terms of addressing the latter, the department will continue to roll out the Township and Rural Enterprise Support Programme (TRESP). This programme includes support to existing SMMEs around the Northern Cape with Stock, Material and Equipment to the maximum value of R100 000.00. The enterprises include PTY-LTDs, Co-operatives, Closed Cooperations, Informal Traders and Sole Proprietors, Enterprises are expected to be operational for at least a year to qualify for the grant (No Start-Ups). Only enterprises owned by people living with disabilities are exempted to apply for funding as Start-Ups. Funding for enterprises will continue through the blended funding model in partnership the National Empowerment Fund (NEF).

In support of the SA Connect initiative, the department will continue to support the roll-out of broadband in the province with the assistance of delivery partners the Department of Communications and Digital Technologies and Afrovision Foundation. It is imperative to note that these initiatives are not under the control of the department.


The department will continue to support the development of an attractive and competitive destination Northern Cape as contribution to achieve higher economic growth in the province. DEDAT will thus promote market-matching tourism experiences and destination

enhancing initiatives to contribute to a more marketable and competitive destination. This will be done within the prescripts of the National, provincial and district tourism strategy and policy, the national tourism sector strategy, Northern Cape tourism master Plan and the district development model. Through the District Development Model strategic partnerships will be formed with the three spheres of government to implement initiatives that will contribute towards the growth and transformation of the provincial Tourism Industry.

Rationalisation of the entities will continue with more entities being delisted to form part of the Mega Entity. Included in the process is the intent to merge the gambling and the liquor board. The Department drafted a Bill for the rationalisation for the Liquor and Gambling Board, per the EXCO resolution. The EXCO has now approved the merger of the NCLB and the NCGB. The Bills served before EXCO on 1 August 2023 and are now being submitted to Legislature to follow the processes for introduction.

Employment opportunities will also be created through the Expanded Public Works programme in an effort to relieve unemployment in the province.

The department achieved a clean audit opinion from the AGSA for the financial year ending 31 March 2023. As a department we remain committed to implementing controls that ensure the public purse, allocated to Vote 6, is accounted for and that the department delivers on its mandate in a fiscally astute manner ensuring that the public receives value for money. This is a departmental priority, especially against the background of the letter issued by National Treasury on 31 August 2023 advising accounting officers on specific measures required to achieve "much-needed savings and prevent the materialisation of materialisation of much needed resource constraints" for the latter part of the 2023/2024 financial year. The department will play its part in the move to, "restore public finances to a sustainable path" in the 2024/2025 Medium Term Expenditure Framework.



Mr T Mabija

Accounting Officer

Department of Economic Development and Tourism

DEPARTMENT OF ECONOMIC
DEVELOPMENT AND TOURISM
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Official Sign Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Department of Economic Development and Tourism under the guidance of the MEC for Finance, Economic Development and Tourism Ms Lorato Venus Blennies.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Economic Development and Tourism is responsible.
- Accurately reflects the Outcomes and Outputs which the Department of Economic Development and Tourism will endeavour to achieve over the period 2024-2025.

SIGNATORY

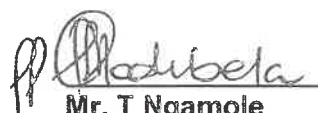
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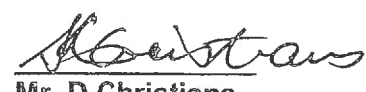
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Mr. Z. Gader
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DEPARTMENT OF ECONOMIC
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DEPARTMENT OF ECONOMIC
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SIGNATORY

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DEVELOPMENT AND TOURISM
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Approved by:


Ms Lorato Venus Blennies
 MEC for Finance, Economic Development and Tourism
DEPARTMENT OF ECONOMIC
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PART A: OUR MANDATE

UPDATES TO LEGISLATIVE AND POLICY MANDATES

Constitutional Mandate

The broad mandate of the Department is derived from the Constitution of the RSA, 1996, which regulates government's duties and responsibilities to the citizens, in particular the promotion of socio-economic rights.

Specific reference needs to be made to Provisions in the Bill of Rights (chapter 2) relating to equality (section 9); human dignity (section 10); freedom of trade, occupation and profession (section 22); and chapter 3 of the Constitution dealing with intergovernmental relations that inform the Department's work.

There have been no changes to the Constitutional mandates.

Legislative and Policy Mandates

The following directive commands the mandate of the Department;

National legislation (bills, acts, regulations, charters), of which the following are the most important:

- Constitution of RSA, 1996
- Public Service Act (PSA) and Public Service Regulations (PSR), as amended;
- Public Finance Management Act (PFMA) and Treasury Regulations (TR), as amended; and the
- Division of Revenue Act (DoRA).

Relevant line function legislation and regulations includes the following (National and Provincial, e.g., legislation pertaining to small businesses, companies, competition, gambling, liquor, consumer protection, local government, inter-governmental relations, development and planning, other standards and procedures, information, security, human resource management and development, labour, etc., including court decisions).

There have been no changes to the Legislative Mandates that govern the functions of the department. The passing of the Division of Revenue Amendment Bill of 2016, which is introduced to pave way for the National Treasury to allocate funds to urgent and unavoidable interventions, has not been passed to date.

Institutional Policies and Strategies 2020 – 2025

National Development Plan

The National Development Plan is the long-term socio-economic development plan for the country. The plan has a target of increasing employment by 11 million by 2030.

This is proposed to be achieved by:

- Realising an environment for sustainable employment and inclusive economic growth,
- Promoting employment in labour-absorbing industries,
- Raising exports and competitiveness,
- Strengthening government's capacity to give leadership to economic development, and
- Mobilising all sectors of society around a national vision.

Furthermore, the department is responsible for Priority 2: Economic Transformation and Job Creation, through which the NDP developmental objectives are targeted.

National Infrastructure Plan

The South African Government adopted a National Infrastructure Plan in 2012 that intends to transform the economic landscape while simultaneously creating significant numbers of new jobs and to strengthen the delivery of basic services.

The plan identifies 18 Strategic Infrastructure Projects (SIPs). Of the 18 SIPs there are currently six that are of importance to the province namely:

- SIP 3 South-Eastern node and corridor development,
- SIP 5 Saldanha – Northern Cape Development Corridor,
- SIP 8 Renewable Energy,
- SIP 14 Higher Education Infrastructure,
- SIP 15 Expanding access to communication technology, and
- SIP 16 Square Kilometre Array (SKA).

A list of 50 strategic infrastructure projects and 12 special projects were gazetted in July 2020, to be prioritised.

The following are gazetted projects from the Northern Cape:

- SIP 19 water and sanitation
- SIP 21 Transport
- SIP 24 Human Settlements

The full implementation of projects identified within these SIPs will result in more jobs being created in the province.

NATIONAL INFRASTRUCTURE PLAN 2050

- In terms of the section 4 (a) of the Infrastructure Development Act (Act No 23 of 2014), Phase I of the National Infrastructure Plan 2050 for implementation (March 2022.)
- Energy
 - "investment in associated new industries will be promoted, such as the production of green hydrogen, green chemicals and sustainable aviation fuels."
 - "Renewable energy technologies."
- Digital Communications
 - SIP 35: S A Connect

Bi-lateral Agreements

International, National and local Multi-party Agreements and Memoranda of Understanding concluded with the province include the following:

- South Africa – China trade agreements;
- Africa – Brazil – India Free Trade Agreement;
- Hunan-Northern Cape Provinces Friendship Agreement;

- Kharas Region – N C Province Twinning Agreement
- Sweden – South Africa city-to-city twinning agreement;
- UNOPS - Department of Economic Affairs' Memorandum of Understanding;
- TISA – Department of Economic Affairs' Memorandum of Understanding.

The articulation of the specific mandates derived from these frameworks is found in the strategic and business / performance plans of the different programmes and sub-programmes in the Department.

Medium Term Strategic Framework

The Medium-Term Strategic Framework (MTSF) sets out government priority focus areas for 5 years. The country adopted the National Development Plan (NDP) which is a 20-year development plan and National Infrastructure Plan (NIP) 2050 which are short to medium term plans that are aimed at implementing the NDP.

The MTSF 2019 – 2024 is developed in line with electoral mandate which identifies the Priorities to be undertaken during 2019-2024 period to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities and interventions for the 5-year period, and states the Outcomes and Indicators to be monitored.

The new MTSF is now defined as the combination of a NDP Five Year Implementation Plan for the Priorities outlined in the Electoral Mandate and an Integrated Monitoring Framework that:

- Is more focused on a limited set of priorities.
- Allows for a clear line of site for the President and the country.
- Outlines the required delivery, resources and delivery timelines.
- Defines the proposed targets, interventions, outcomes and indicators.

The MTSF outlines the following set of priorities derived from the electoral mandate and the State of the Nation Address:

- Priority 1: Building a capable, ethical and developmental state.
- Priority 2: Economic transformation and job creation.
- Priority 3: Education, skills and health.
- Priority 4: Consolidating the social wage through reliable and quality basic services.
- Priority 5: Spatial integration, human settlements and local government.
- Priority 6: Social cohesion and safe communities.
- Priority 7: A better Africa and World.

The priorities and subsequent impact and outcomes that resonate with the mandate of the Department of Economic Development and Tourism is:

- Priority 2: Economic Transformation and Job Creation, and
- Priority 7: A better Africa and World.

An integrated monitoring framework will track progress using a variety of tools to measure the achievement of the priorities, by the different government and non-government stakeholders.

Changes in the Policy Environment

The new MTSF 2019-2024 has streamlined the vision of Operation Phakisa (Hurry Up) pronounced in July 2014. It still encompasses the Ocean's Economy with its potential to make an exponential contribution to the GDP through significant job creation. The areas for growth include Marine Transport and Manufacturing, Offshore Oil and Gas exploration, Aquaculture and Oceans' Governance and the Marine Protection Services. It also refocuses the developmental elements as contained in the "9-Point Plan."

Special emphasis is placed on ensuring development at local government level, as well as coordinating and implementation of all three spheres of government priorities and plans through the District Development Model.

UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The following additions were made to "Institutional Policies and Strategies 2020 -2025."

National Infrastructure Plan

A list of 50 strategic infrastructure projects and 12 special projects were gazetted in July 2020, to be prioritised.

The following are gazetted projects from the Northern Cape:

- SIP 19 water and sanitation
- SIP 21 Transport
- SIP 24 Human Settlements

On the 6th December 2022, in terms of Section 8(1)(a) read with Section 7(1) of the Infrastructure Development Act, as amended, 2014 (Act no. 23 of 2014) (the Act), the Presidential Infrastructure Coordinating Commission amended the following Strategic Integrated Projects (SIPs):

Strategic Integrated Project No. 20: Energy

SIP 20: SUB-PROJECTS

- d. Just Energy Transition Program (JETP): National
- e. Green Hydrogen National Program (GHNP)
- f. Oil & Gas National Program (OGNP)

Re-imagining our Industrial Strategy to Boost Inclusion & Private Investment

Economic growth and development need a transformed productive structure, which can be achieved through industrialisation. However, there are a number of structural constraints that need to be addressed, namely:

- The economy remains insufficiently diversified.
- Inefficient public monopolies imposing high-cost structure for network infrastructure such as electricity and transport.
- Disappointing export performance and exports that are concentrated in minerals and metals products.
- Highly concentrated industrial structures, limited competition and high barriers to entry.
- Weak and volatile growth in labour-intensive sectors such as construction, manufacturing and agriculture.
- Skills development not sufficiently linked to the economy's needs and developing capabilities.

Furthermore, as a result of lessons of successful programmes as well as lessons from what has worked, a better more focussed industrial strategy was proposed which identifies the 5 i's, Engines of Growth, namely;

- Industrialisation: Masterplans and social compacts for National Priority Sectors
- Investment & Infrastructure: Leveraging private investment, expanding infrastructure
- Innovation: Digital economy, developing and diffusing new technologies
- Integration: Complete Africa Free Trade Area to grow investment & exports
- Inclusion: Revitalising Townships, boosting SMMEs, creating jobs, youth, BEE & women empowerment

One of the key lessons learned from the IPAP is that its focus was too broad. For the country and the province to successfully transition to one that is industrialised and globally competitive, the strategy should be more focused on priority sectors as follows:

- Sector 1: Industrial Sector: Automotive, Clothing Textile Leather and Footwear, Gas Chemicals and Plastics, Renewables/Green Economy, Steel and Metal Fabrication
- Sector 2: Agriculture and Agro-processing Sector 3: Mining: Minerals and Beneficiation
- Sector 4: Tourism

- Sector 5: High Tech Sectors/Knowledge based: Digital Economy, ICT and Software Production, Digital Economy, Health Economy Defence Economy
- Sector 6: Creative Sector
- Sector 7: Oceans Economy

National Infrastructure Plan 2050

The National Infrastructure Plan 2050 provides a strategic vision, linked to the National Development Plan objectives, with the aim to increase infrastructure investment, create new jobs through bankable infrastructure projects, and improve governance frameworks that leverage private investment in the development and financing of critical economic infrastructure. The first phase of the plan focuses on critical economic network infrastructure, specifically in the energy (electricity), digital communications, freight transport and water infrastructure, while the second phase will focus on distributed infrastructure and related municipal services.

The province, in alignment with the National Development Plan – Vision 2030, recognises the importance of reliable infrastructure to enhance the quality of life of the community with key priorities being:

- Expanding infrastructure
- Economic development
- Creating jobs and therefore contributing positively to the livelihoods of the people of the province
- Transforming the spatial reality
- Improving education and training
- Addressing the social ills of the province

Economic Transformation, Inclusive Growth and Competitiveness: A contribution towards a growth agenda for the South African Economy

The Economic Policy Division of National Treasury produced the document in 2020 in response to the slow economic growth, rising unemployment rate and lack of investment faced by South Africa at large.

The document is intentionally focused on economic growth and job creation and it acknowledges that a country becomes competitive when it is cost effective, innovative and provides adequate return on investment. The document highlights five fundamental building blocks to achieve long term sustainable growth, namely:

- Improving educational outcomes, with a strong emphasis on early childhood development and a comprehensive reading plan for primary school learners;
- Implementation of youth interventions, including training and apprenticeships;
- Creation of sustainable cities and inclusive transport systems;
- Address the skills gap through a combination of short term (easing immigration regulations for qualified individuals from accredited institutions) and long-term educational reforms; and
- A capable state with functional public-private partnerships.

District Development Model

The District Development Model will be pursued through the “One District, One Plan” model, whereby single and integrated plans from all three spheres of government are implemented in each district with the aim of providing regulatory and policy certainty to local stakeholders.

All planning and budgeting across the state will be based on a shared understanding of District challenges, employing District-level Integrated Development Plans (IDPs) and Spatial Development Frameworks (SDFs) as a base for planning and resource allocation.

These plans will consider issues such:

- Land release and development,
- Infrastructure investment,
- The provision of basic services and
- Support for local economic drivers

Provincial Growth and Development Plan

The Northern Cape PGDP has been developed with the purpose to provide strategic direction in placing the province on a growth trajectory build on four drivers, namely Economic Growth, Development and Prosperity; Social Equity and Human Welfare; Environmental Sustainability and Resilience and Governance.

The document identifies the sectors with high labour intensity and development potential as follows:

- Construction,
- Community, Social and Personal Services,
- Manufacturing,
- Agriculture, Forestry and Fishing,
- Wholesale and Retail Trade, Catering and Accommodation.

RELEVANT COURT RULINGS

The matter of Imperial Group (Pty) Ltd t/a Cargo Motors Klerksdorp v Dipico and Others (1260/2015) [2016] ZANCHC 1 (1 April 2016), had a direct impact on the NC Consumer Court, as it related to jurisdiction, by providing clarity as to whether a consumer is bound to a specific regulator based on the area of expertise or whether a consumer has the right to refer its matter to a Consumer Court where the consumer resides. This directly impacts us as it dictates when matters can be referred to our courts. The Court stipulated that:

"Section 70 puts paid to any doubt on whether the CPA seeks to introduce the hierarchical system of dispute resolution in s 69. It makes plain that a consumer may seek to resolve any dispute in respect of a transaction or agreement with a supplier by referring the matter to an alternative dispute resolution agent who may be any of the institutions listed in the section."

"Therefore, if a consumer resides in a province where there is a consumer court, such consumer is not barred from approaching the consumer court even if an ombud with jurisdiction exists."

"More pertinently, s 75 (1) of the CPA put an end to any uncertainty on the jurisdiction of the NCCC. It provides that if the NCC issues a Notice of non-referral in response to a complaint, other than on the grounds contemplated in section 116, the complainant concerned may refer the matter directly to, inter alia, the consumer court, if any, in the province within which the complainant resides, or in which the respondent has its principal place of business in the Republic, subject to the provincial legislation governing the operation of that consumer court."

PART B: OUR STRATEGIC FOCUS

Vision

A radically transformed economy in the Northern Cape.

Mission

Accelerating the inclusive economic growth of the NC Province through modernization, diversification and empowerment.

Values and Principles

In delivering a service to its diverse clients the Northern Cape Department of Economic Development and Tourism has laid particular emphasis on the following values and principles:

- Transparency
- Responsiveness
- Accountability
- Professionalism
- Integrity
- Diligence
- Innovation
- Accessibility

Situational Analysis

Economic Overview

Introduction – Slow and uneven global economic recoveries

The IMF (2023) states that the global recovery from the COVID-19 pandemic and Russia's invasion of Ukraine remains slow and uneven. Despite economic resilience earlier this year, with a reopening rebound and progress in reducing inflation from last year's peaks, it is too soon to take comfort. Economic activity still falls short of its pre-pandemic path, especially in emerging market and developing economies, and there are widening divergences among regions. Several forces are holding back the recovery. Some reflect the long-term consequences of the pandemic, the war in Ukraine, and increasing geoeconomic fragmentation. Others are more cyclical in nature, including the effects of monetary policy tightening necessary to reduce inflation, withdrawal of fiscal support amid high debt, and extreme weather events. Global growth is forecast to slow from 3.5% in 2022 to 3.0% in 2023 and 2.9% in 2024 (IMF, 2023).

Zooming in on the home front, the South African Reserve Bank (SARB), noted that economic activity in country recovered further in the second quarter of 2023 with growth in real gross domestic product (GDP) accelerating to 0.6% from 0.4% in the first quarter as the impact of electricity load-shedding abated somewhat. The real gross value added (GVA) by the primary sector reverted from a contraction to an expansion and that by the secondary sector expanded at a faster pace, while the output of the tertiary sector expanded at a slower pace. The average level of real GDP in the first half of 2023 was 0.9% higher than in the corresponding period of 2022, and in the second quarter of 2023 it surpassed the average level in 2019, before the onset of the coronavirus disease 2019 (COVID-19) pandemic, by 1.2% (SARB, 2023b).

Despite the marginal increase in the GDP, the National Treasury (2023), is adamant that the South African government faces difficult choices. The posit that the central problem is the low economic growth experienced in the country. the frequent power outages – makes increasingly hard for businesses to do business. Whilst, the deteriorating rail freight and slow port operations mean fewer goods are transported to markets here and abroad. Meanwhile, in the global context, the slower growth experienced in China, as well as elevated levels of inflation, higher interest rates and geopolitical tensions – accentuates the weaker economic outlook for the domestic economy and like hamper tax revenue (NT, 2023).

In acknowledgment of the difficult economic scenario faced by South Africa, the National Treasury (2023), conceded that the country has increasingly become vulnerable to the exogenous factors. Which they suggest that they may lead to major reforms, which have become more and more critical and unavoidable. At present, the capital investment is too low, and more often too many government activities are inefficient, overlapping and non-critical. This as the economy does not generate the sufficient revenue required to service government debt over the long-term. According to the National Treasury (2023) these are the key shortcomings that government proposes and should be addressed in the next coming three years (MTEF period).

International Monetary Fund (IMF) – Navigating global divergence

In its latest World Economic Outlook (WEO) report, the IMF (2023) cautions that the global economy continues to recover slowly from the blows of the pandemic, Russia's invasion of Ukraine, and the cost-of-living crisis. In retrospect, the global economy's resilience has been remarkable. Despite the disruption in energy and food markets caused by the war, and the unprecedented tightening of global monetary conditions to combat decades-high inflation, the global economy has slowed, but not stalled. However, growth remains slow and uneven, with growing global divergences. In context, the global economy is limping forward, however not sprinting as would have been conceived previously (IMF,2023).

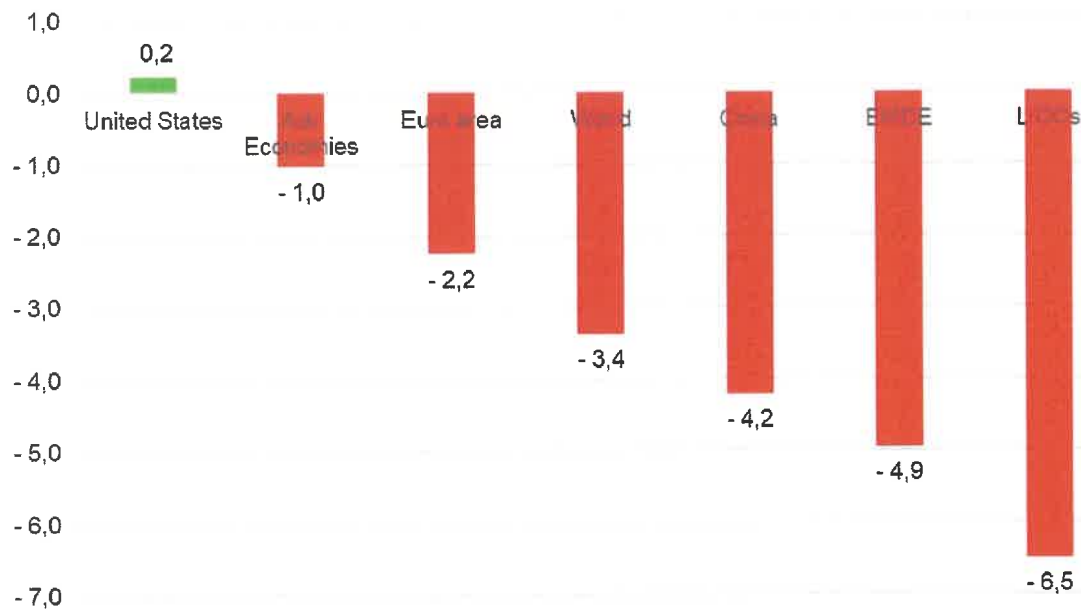
Table 1: World Economic Outlook (WEO) - October 2023

Region/country	2021	2022	2023	2024	2025
Percentage	Actual	Forecast			
World	6,3	3,5	3,0	2,9	3,2
Advanced economies	5,6	2,6	1,5	1,4	1,8
United States	5,9	2,1	2,1	1,5	1,8
Euro area	5,6	3,3	0,7	1,2	1,8
United Kingdom	7,6	4,1	0,5	0,6	2,0
Japan	2,2	1,0	2,0	1,0	0,7
Emerging and developing countries	6,9	4,1	4,0	4,0	4,1
China	8,5	3,0	5,0	4,2	4,1
India	9,1	7,2	6,3	6,3	6,3
Brazil	5,0	2,9	3,1	1,5	1,9
Russia	5,6	-2,1	2,2	1,1	1,0
Sub-Saharan Africa	4,7	4,0	3,3	4,0	4,1
Nigeria	3,6	3,3	2,9	3,1	3,1
South Africa¹	4,7	1,9	0,8	1,0	1,6
World trade volumes	10,9	5,1	0,9	3,5	3,7

Source: (IMF, 2023)

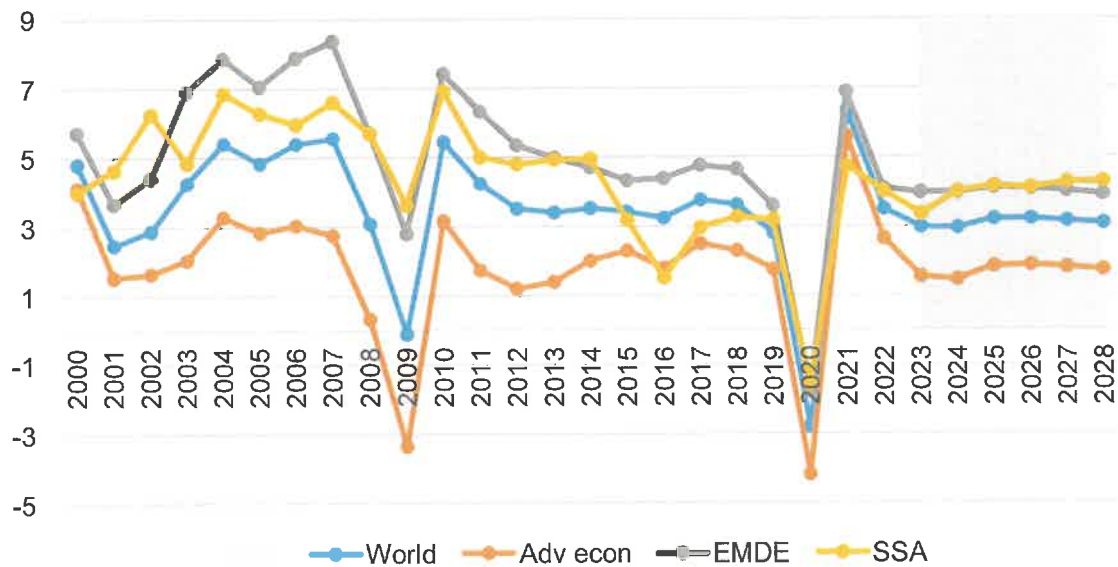
Several forces are holding back the recovery. Some reflect the long-term consequences of the pandemic, the war in Ukraine, and increasing geoeconomic fragmentation. Others are more cyclical in nature, including the effects of monetary policy tightening necessary to reduce inflation, withdrawal of fiscal support amid high debt, and extreme weather events. Global growth is forecast to slow from 3.5% in 2022 to 3.0% in 2023 and 2.9% in 2024(IMF,2023).

Figure 1: Real GDP Losses and Gaining's



Source: (IMF, 2023)

In times of war, there will always be victors (i.e. winners) and the vanquished (i.e. losers), thus in context, the US is seemingly on a good growth path. With major regions expected to record losses in the GDP figure, the US is expected to gain two (2) percentage points. Amid stronger-than-expected US momentum but weaker-than-expected growth in the euro area. Emerging market and developing economies are projected to have growth modestly decline (IMF, 2023).



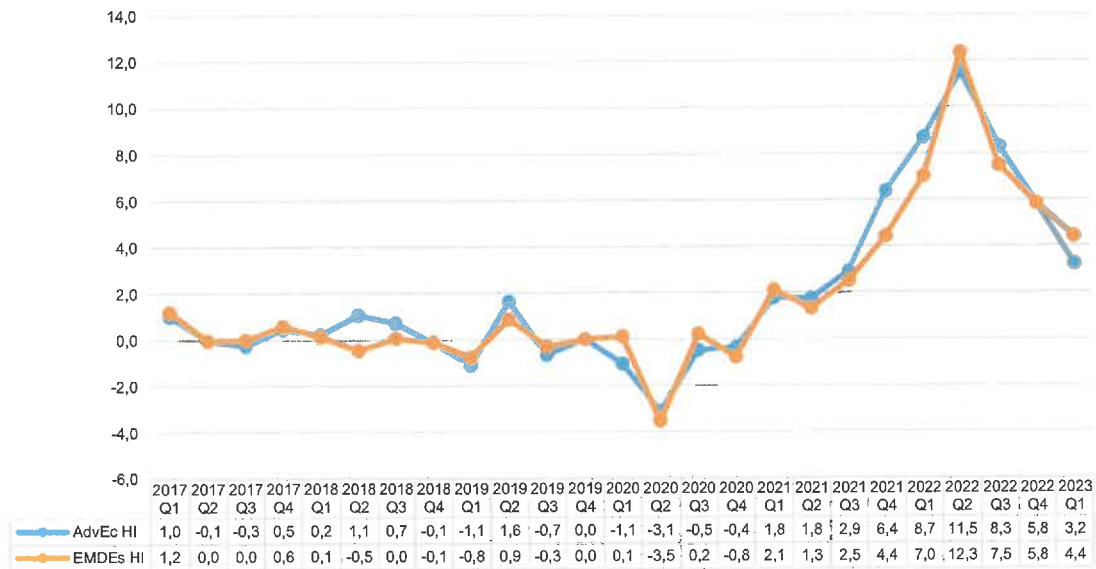
Source: (IMF, 2023)

The baseline forecast is for global growth to slow from 3.5% in 2022 to 3.0% in 2023 and 2.9% in 2024, well below the historical (2000–19) average of 3.8%.

Advanced economies are expected to slow from 2.6% in 2022 to 1.5% in 2023 and 1.4% in 2024 as policy tightening starts to bite.

Emerging market and developing economies are projected to have a modest decline in growth from 4.1% in 2022 to 4.0% in both 2023 and 2024.

Figure 2: World Inflation - IMF



Source: (IMF, 2023)

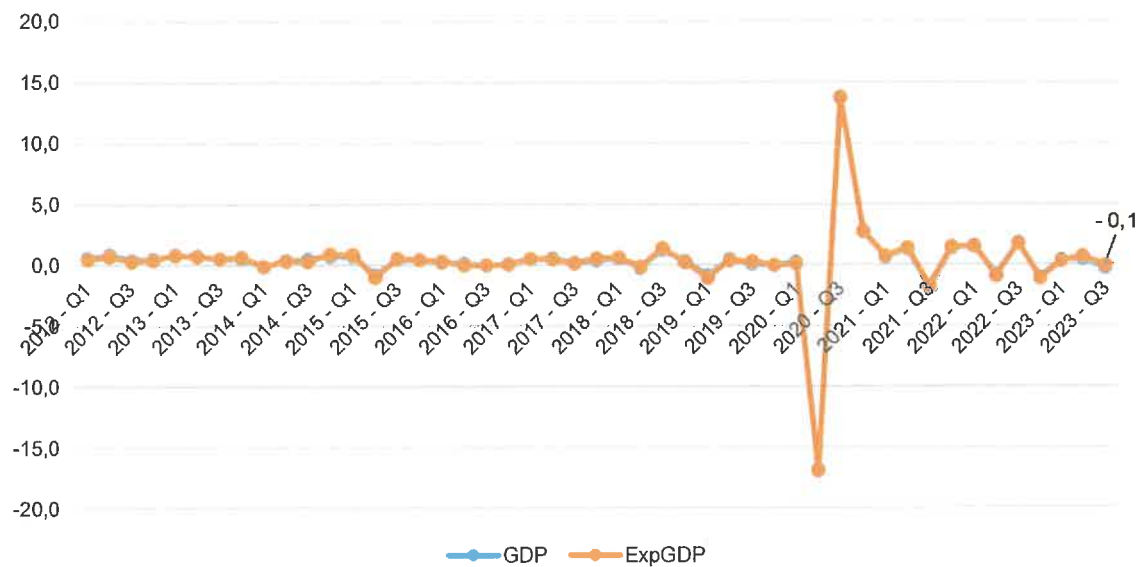
Global inflation is forecast to decline steadily, from 8.7% in 2022 to 6.9% in 2023 and 5.8% in 2024, due to tighter monetary policy aided by lower international commodity prices. Core inflation is generally projected to decline more gradually, and inflation is not expected to return to target until 2025 in most cases (IMF, 2023).

South Africa's growth performance and outlook

South Africa democratic emergence that was enveloped three decades ago, was at the precipitous of a global economic shift, and thus as much as freedom was attained a number of critical socio-economic challenges came to the fore. According to Tregenna, Ewinyu, Oqubay and Valodia (2021), the extreme levels of poverty, inequality and unemployment in South Africa are not just manifestations of a non-inclusive growth path, but are also constraints to growth itself.

Tregenna et al (2021) accede that the triple challenges have brought about wasted and often neglected human resources, a lack of social cohesion, social instability, and poor developmental outcomes, all of which constrain South Africa's economic growth. We do not see any viable path to sustained high rates of economic growth that does not include fundamentally addressing the triple challenges. This suggests that, for policy, addressing the triple challenges is important not just in its own right, but as central tenets of any shift towards higher economic growth. This conceptual approach also points to the inadequacy of simplistic binary trade-offs between equity and efficiency or, for instance, between productivity and employment, in the South African context (Fiona Tregenna 2021).

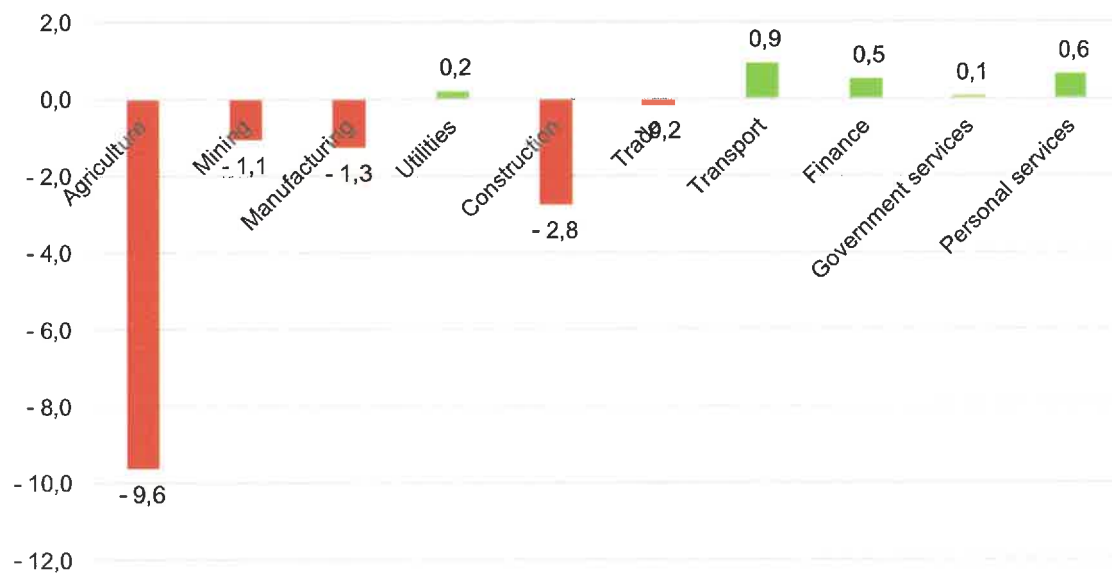
Figure 3: South Africa economic growth - GDP and Expenditure on GDP



Source: StatsSA, 2023

South Africa's real gross domestic product (GDP) measured by production, decreased by 0,2% in the third quarter of 2023, following an increase of 0,5% in the second quarter of 2023. This places the country's economy in the midst of a likely technical recession. Similarly, Expenditure on real GDP decreased by 0,1% in the third quarter of 2023, following an increase of 0,7% in the second quarter of 2023(StatsSA,2023).

Figure 4: South Africa's real gross domestic product (GDP)



Source: StatsSA, 2023

According to StatsSA (2023), five (5) industries recorded negative growth between the second quarter of 2023 and the third quarter of 2023. The agriculture industry decreased by 9,6% and contributed -0,3 of a percentage point to the negative GDP growth. The manufacturing industry decreased by 1,3% and contributed -0,1 of a percentage point. The construction industry decreased by 2,8% and contributed -0,1 of a percentage point. A sector of interest for the provincial government sphere, is mining. Thus, the sector decreased economic activities were reported for platinum group metals (PGMs), gold, other metallic minerals and manganese ore.

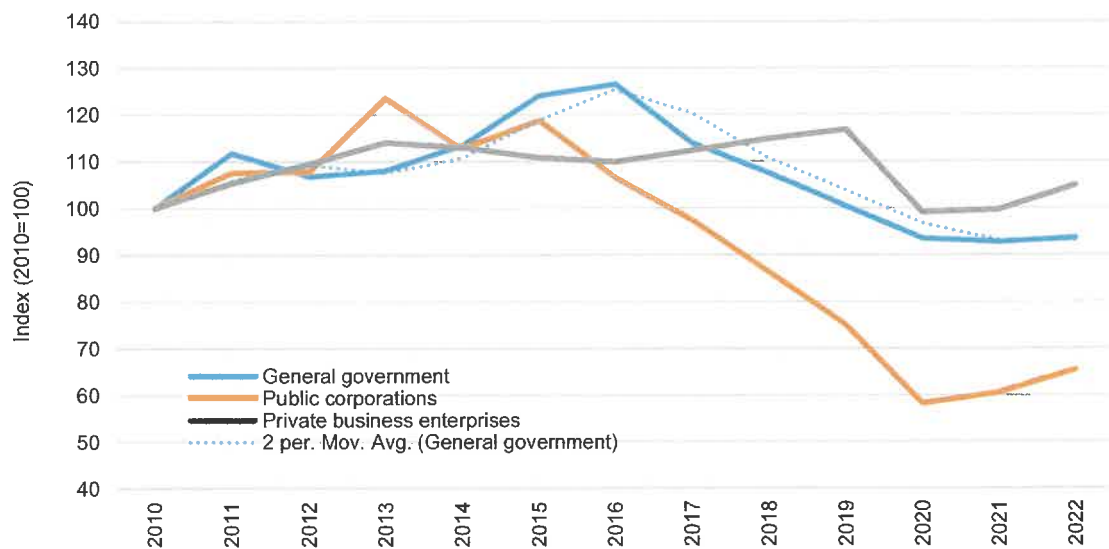
Figure 5: South Africa's Expenditure on real GDP



Source: StatsSA, 2023

Household final consumption expenditure, which accounts for nearly two thirds of the expenditure side of the GDP, decreased by 0,3% in the third quarter of 2023, contributing -0,2 of a percentage point to the total negative growth. StatsSA (2023), noted that the decreases were reported for durable goods, non-durable goods and services. This as households struggle to make ends meet, with muted increases in income and the increases in the prices of goods and service. Whilst, government final consumption expenditure increased by 0,3%, contributing 0,1 of a percentage point. Gross fixed capital formation decreased by 3,4%. Changes in inventories in the third quarter of 2023 contributed -2,3 percentage points. Net exports contributed 2,9 percentage points, following an increase of 0,6% in exports and a decrease of 8,6% in imports.

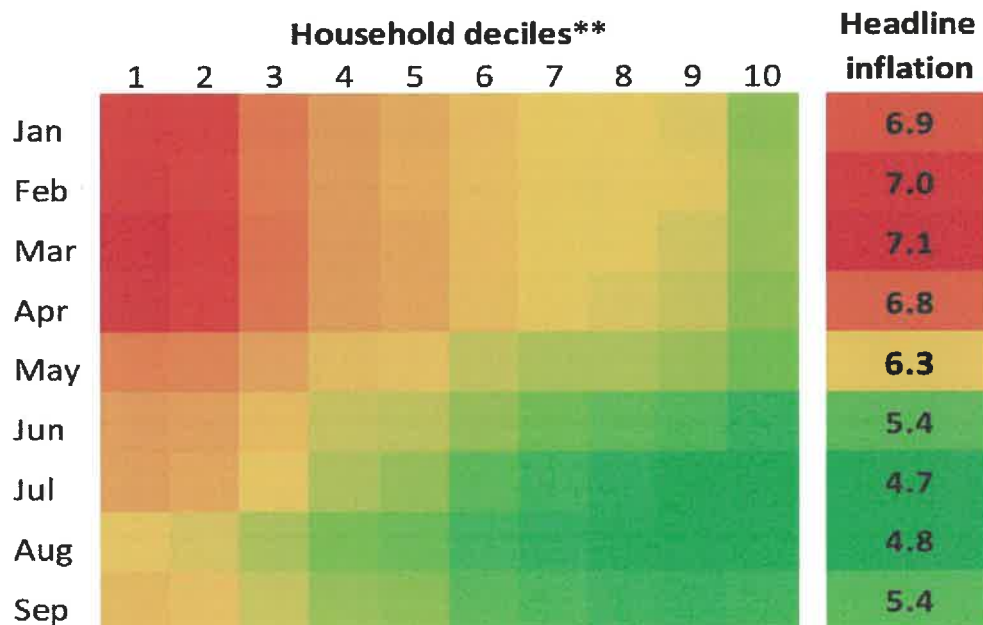
Figure 6: South Africa' Gross Fixed Capital Formation (GFCF)



Source: National Treasury (NT) 2023

Real gross fixed capital formation increased further and at a faster pace in the second quarter of 2023 as capital spending by the private sector increased significantly. By contrast, capital investment by the public sector decreased slightly in the second quarter as lower fixed investment by general government marginally outweighed the increased capital investment by public corporations. Measured by asset type, real gross fixed capital outlays on machinery and other equipment as well as on construction works increased markedly in the second quarter, while capital expenditure on all the other asset classes decreased. Despite the further increase, the level of real gross fixed capital expenditure in the second quarter of 2023 was still 3.4% below the average level in 2019.

Figure 7: CPI by household decile in 2023



Source: National Treasury (NT) 2023

Similar to global price pressures, domestic inflationary pressures have eased at both the producer and consumer levels thus far in 2023. In June 2023, domestic headline consumer price inflation returned to the inflation target range of 3–6% for the first time since May 2022, and then moderated further to 4.8% in August. The moderating trend was largely due to notable disinflation in consumer food prices to 8.2% and deflation of 11.7% in domestic fuel prices in August 2023. Underlying inflationary pressures also eased somewhat in recent months as core inflation decelerated from 5.3% in April 2023 to 4.8% in August 2023 (SARB, 2023b). Elevated inflation rate tends to be more detrimental to poor households. Noteworthy, there has been a soothing in the level of increase in the goods and services – more in the second half of the year, despite the 5.4% recorded at the end of September.

Table 2: South Africa's Macroeconomic Outlook - National Treasury (NT) Sentiment

Calendar year	2020	2021	2022	2023	2024	2025	2026
Percentage change	Actual			Estimate	Forecast		
Final household consumption	-6,1	5,8	2,5	0,8	1,4	1,5	1,7
Final government consumption	0,9	0,5	1,0	0,6	-3,2	-0,5	0,2
Gross fixed-capital formation	-14,6	0,6	4,8	6,2	3,6	4,6	3,4
Gross domestic expenditure	-7,6	4,8	3,9	1,7	1,0	1,6	1,7
Exports	-12,0	9,1	7,4	4,2	2,1	2,6	3,1
Imports	-17,6	9,6	14,9	7,1	2,1	2,7	2,9
Real GDP growth	-6,0	4,7	1,9	0,8	1,0	1,6	1,8
GDP inflation	5,3	6,5	4,8	4,0	4,3	4,7	4,6
GDP at current prices (R billion)	5 568,0	6 208,8	6 628,6	6 947,3	7 321,4	7 786,8	8 288,7
CPI inflation	3,3	4,6	6,9	6,0	4,9	4,6	4,5
Current account balance (% of GDP)	1,9	3,7	-0,5	-2,4	-3,0	-3,0	-3,1

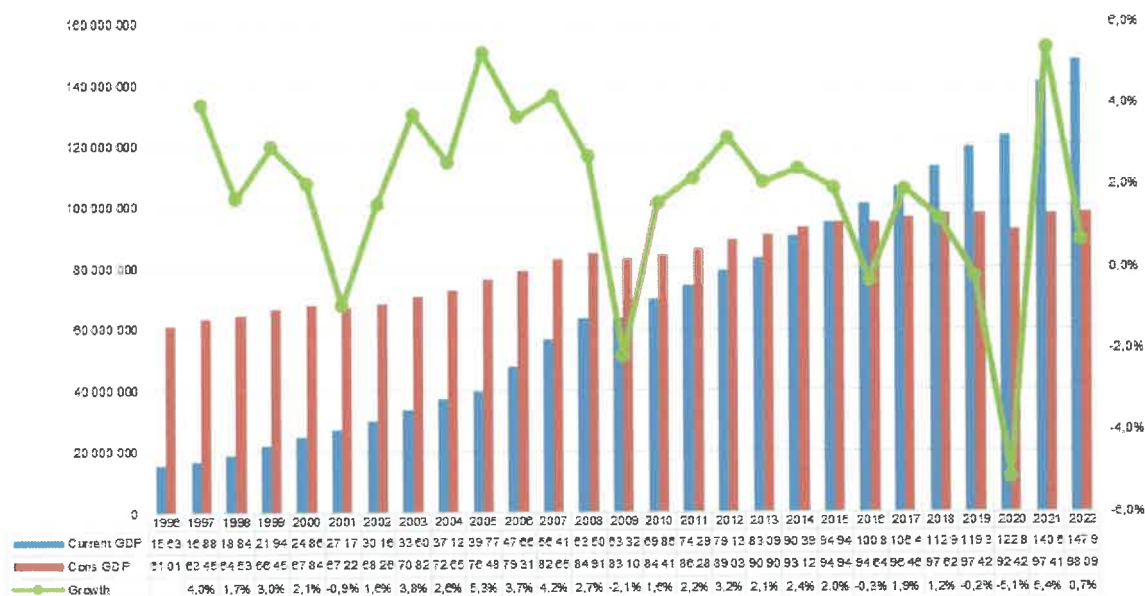
Source: National Treasury (NT) 2023

The outlook for the country remains tepid, growth is expected to decline from 1.9% in 2022 to 0.8% in 2023, with the decline reflecting power shortages, although with a 0.6 percentage point upward revision thanks to the intensity of power shortages in the second quarter of 2023 being lower than expected (IMF, 2023). The country's forecast suggests an averaged 1.4% over the remained of the forecast period.

Northern Cape Economic outcomes

According to the World Bank (2023), South Africa is losing its two main levers of economic development, namely, public investment in physical and social infrastructure. Most economies that have achieved levels of growth in excess of 3% over sustained periods have had investment levels in excess of 5.0% of GDP (World Bank, 2023). The government has to urgently invest in physical and social infrastructure to upgrade the stock of public capital. However, the country's low savings rate means that the economy needs to attract foreign direct investments (FDI) to underpin any hopes of meaningful growth (PSEF, 2023).

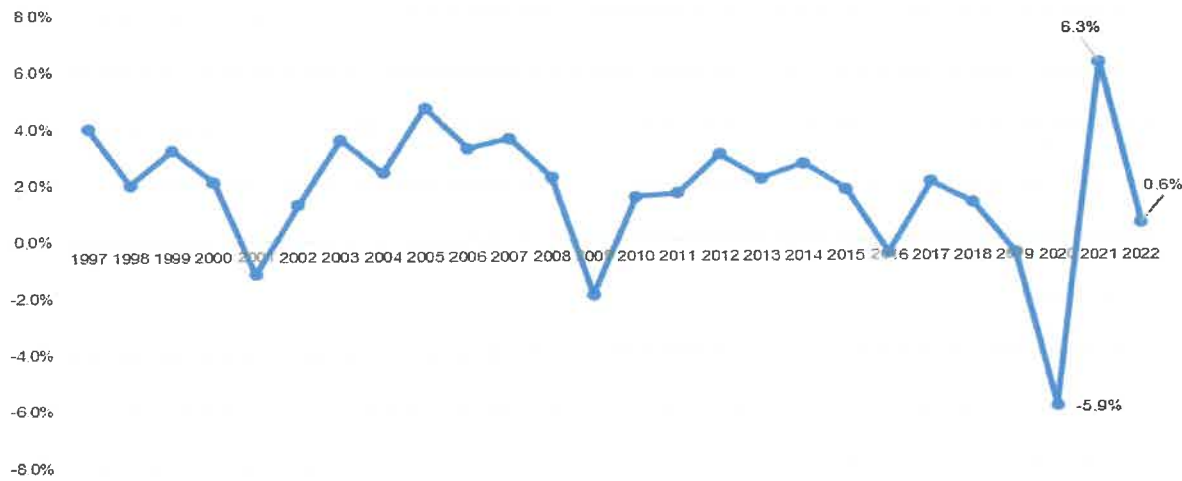
Figure 8: Northern Cape Provincial GDP figures



Source: IHS MarkIT, 2023

The Northern Cape province is indeed leading the charge to bring-about investment, and more importantly investment in greenfield industries and a bias to industrialise the province. This is as the province acknowledged in its Northern Cape Investment Booklet on the numerous and roll-out ready investment opportunities. The province notes that over 13 investment ready projects, with an initial capital outlay of over R 24 billion. The projects could lead to total employment impact of around 63 000 employment opportunities created. In the context to the provincial employment scenario this will equate to almost a quarter of the current employed cohort. To the provincial economy, there's a potential R 33.4 billion that could accrue, as the result of the modelled project, this will be about a third of the provincial GDP, in current terms.

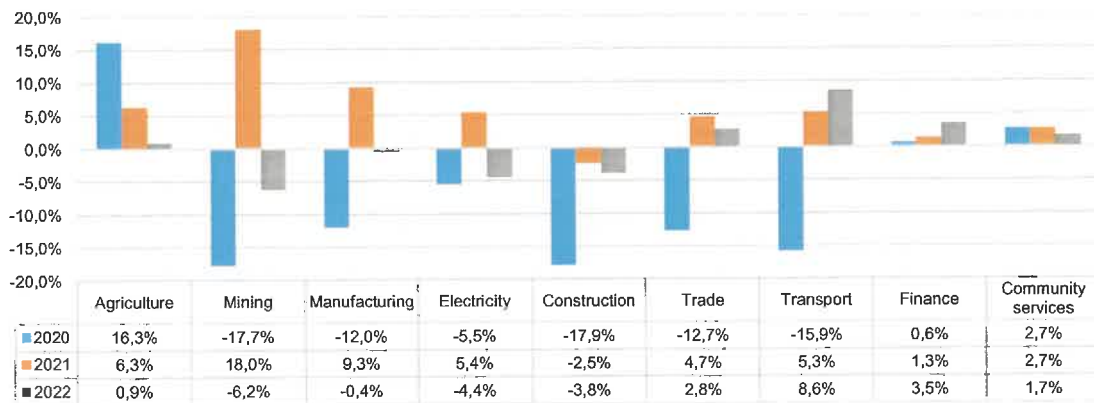
Figure 9: Northern Cape estimated economic growth



Source: IHS MarkIT, 2023

The provincial economy data estimates suggests that the provincial economy would have grown by a muted 0.6% in 2022. This after rebounding from the 2020 COVID-19 economic restrictions, to grow by almost 7% in 2021. It is worth pointing out that the provincial economy similar to the national picture could be hampered by the energy crisis that has engulfed the country, as well as the slowing down of the economy, largely in part to the policy stance adopted by the Reserve Bank, on curbing the imported inflation due to the Russian-Ukrainian impasse, which has affected the global value-chains.

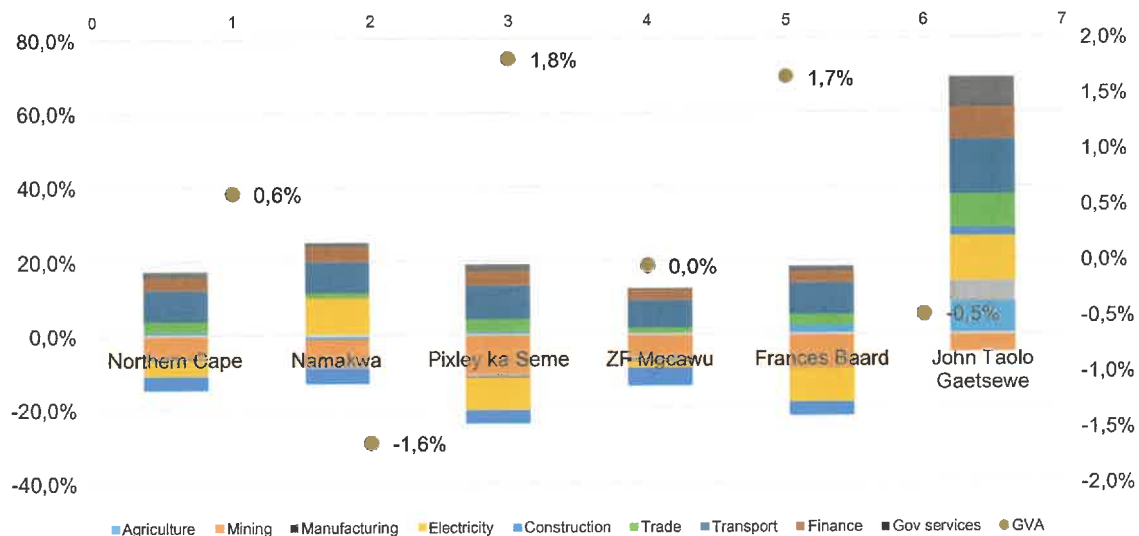
Figure 10: Northern Cape sectoral growth rate - 2020-2022



Source: IHS MarkIT, 2023

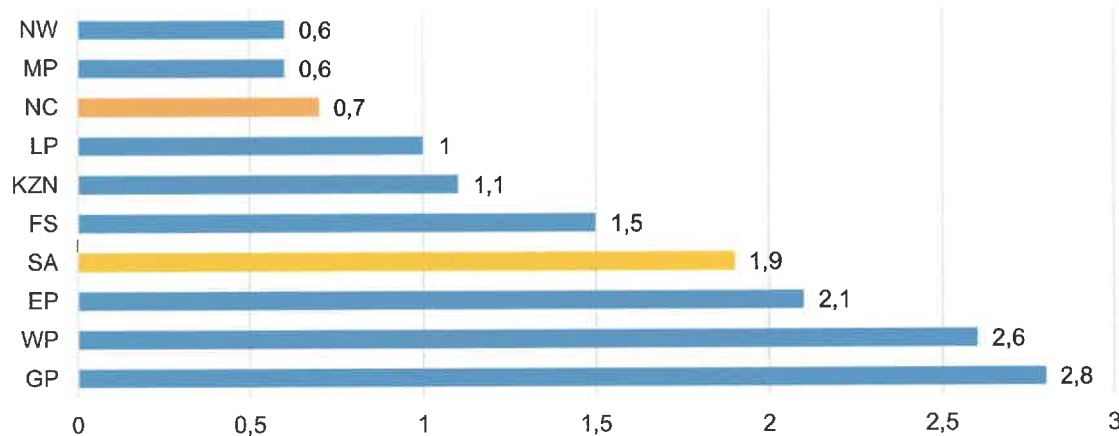
The resurgence in the provincial economy during 2021, was at the back of a robust mining sector, which recorded growth of around 18.0%. Worth also noting that the mining sector continues to be the biggest provincial sector in term of the gross valued added. Whilst, the 2022 muted growth of 0.6% as estimated by IHS MarkIT (2023) saw a waning in the mining sector, as the sector declined by an estimated 6.2%. The transport sector, halted the potential negative growth for the province, as the sector grew by around 8.6%, estimated by IHS MarkIT (2023).

Figure 11: Northern Cape and District economic and sectoral growth rates - 2022



Source: IHS MarkIT, 2023

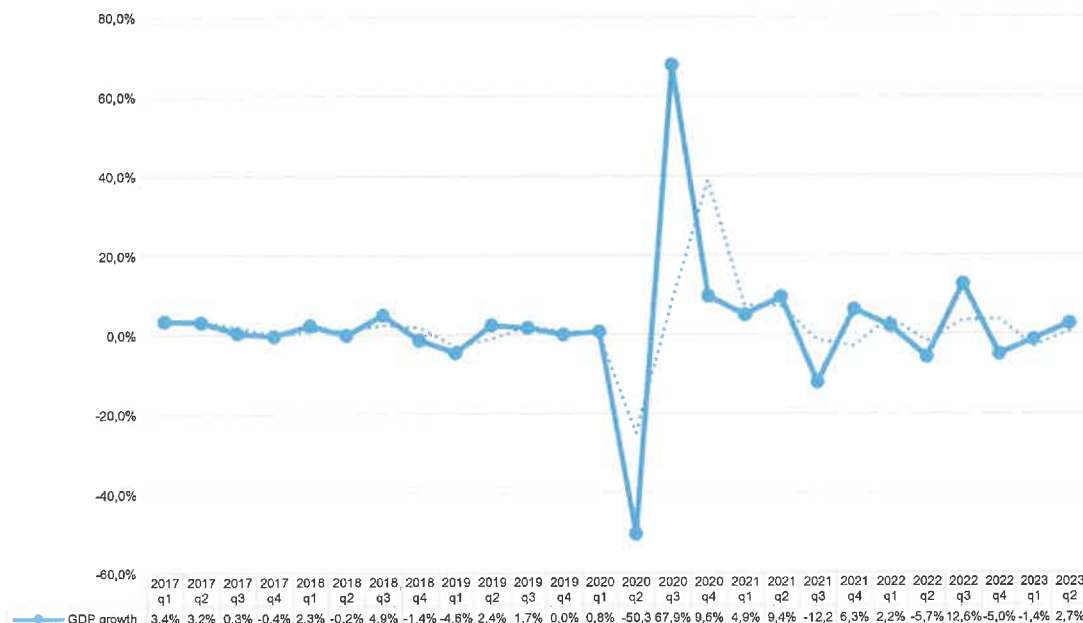
The Northern Cape has economic history firmly on mining and related sectors, however, over time the province has speeded the transition towards the tertiary or service-related sectors. In 2022, the provincial economy was largely driven by the community services sector, which contributed around a quarter to the GVA. However, mining continues to be a significant player, in that it contributed around 23.0%. Thus, it is not folly to note that four out of the five districts have mining as a key sector in terms of contributing to the gross value added (IHS MarkIT,2023).



Source: StatsSA (2023)

Provincial economy grew slower than the national average – with Gauteng and the Western Cape growing faster, by 2.8% and 2.6%, respectively (StatsSA, 2023). The Northern Cape estimated growth was below the national average of 1.9% recorded in 2022. Only, the mining provinces of Mpumalanga and the North West performed worse than the provincial outcome, with 0.6% growth on both accounts.

Figure 12: Northern Cape Quarter GDP growth as estimated by IHS MarkIT



Source: IHS MarkIT, 2023

IHS MarkIT (2023) estimate the provincial economy to have grown by 2.7% at the end of the second quarter of 2023. This estimate is a relief, given that the provincial economy has been – based on the figures by IHS MarkIT in a technical recession. The two previous quarter, it was estimated that the provincial economy grew negatively by 5.0% and 1.4%, in the last quarter of 2022 and the first quarter of 2023.

Figure 13: Northern Cape sectoral growth outcomes



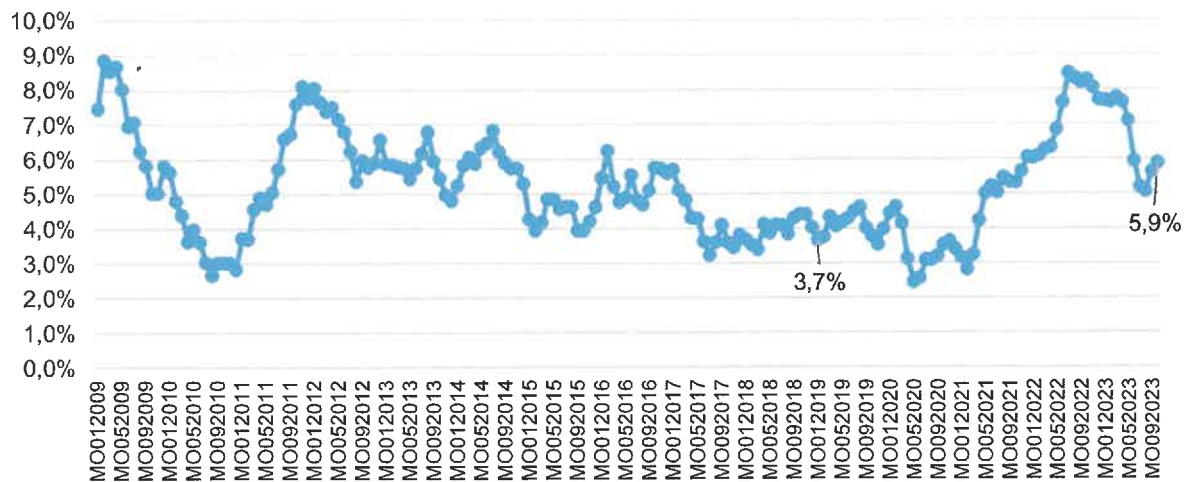
Source: IHS MarkIT, 2023

It is often cited that the growth of an economy is inextricably linked to its most prominent economic sectors. That said, the provincial mining sector noted a positive growth outcome of 6.3% at the end of second quarter of 2023. This was following on the steps of the agricultural sector as well as the manufacturing sector, which grew positively by 16.8% and 12.5%, respectively. This augurs well for the province and its economic future, as the real economic sectors are growingly performing as per expectation. The community services sector also recorded a positive growth of 1.9%. Of concern, is the declines estimated in the transport and trade services sector.

Northern Cape Provincial Inflation figures

The trajectory of South Africa's headline inflation rate has been shaped primarily by fuel, electricity and food price inflation. Providing context, the SARB (2023), fuel price inflation is significantly higher at 0.4% in 2023 (from -3.1%), rising to 5.8% in 2024. The Reserve Bank food price inflation forecast for 2023 remains high and largely unchanged at 10.4% (from 10.3%). Moreover, the forecast for 2024 also remains unchanged at 5.2%. This is due in part to the improved monthly outcomes have led to a downward revision in our forecast for core inflation to 4.9% in 2023 (previously 5.2%) and to 4.7% in 2024 (from 4.9%). The core inflation forecast for 2025 remains at 4.5%. The services inflation in 2023 is expected to decline to 4.4% (down from 4.8%), primarily a result of lower public transport inflation outcomes. Core goods inflation remains elevated and is revised slightly up for this year to 6.3% (from 6.2%). Growth in average salaries and unit labour costs is lower in 2023 and 2024. In 2025, salaries are slightly higher (SARB, 2023).

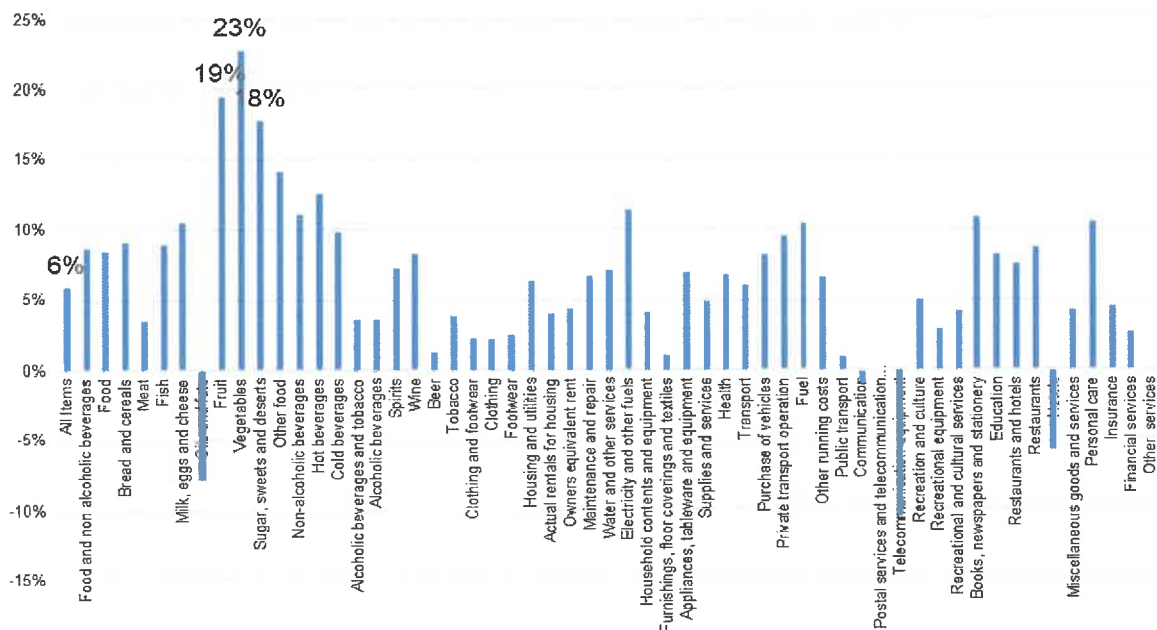
Figure 14: Northern Cape Consumer Price Index (CPI)



Source: StatsSA (2023)

South Africa's Annual consumer price inflation was recorded at 4,8% in the month of August 2023, depicting marginal increase from 4,7% in July 2023. The CPI increased by 0,3% month-on-month in August 2023. This marginal decline in the country's headline inflation figure was also noted in the provincial inflation figures. As Northern Cape inflation declined marginally from 5,2% in July to 5,1% in the month of August 2023. In September, the provincial inflation rate turned the corner, and thus recorded a NC CPI rate of 5,9%. A worrisome development, as it signifies the level in the increase in prices of goods and services, could potentially suggest a decline ability of consumers to afford.

Figure 15: Northern Cape Inflation - by Goods and Services Component



Source: StatsSA (2023)

The elevated inflation for the province, is amongst the essential foods. Which raises concerns on whether households will be able to sustain themselves. According to StatsSA (2023), the vegetables inflation was estimated at around 23.0%. whilst, fruit followed with an inflation rate of 19.0%. these are key for a health and nutritious diet for any family, as such could potentially impugn the quality of lives for more and more households. That said, the price levels of sugar and related product was also relatively high, with an estimated inflation rate of 18%.

The Northern Cape provincial labour market analysis

South Africa democratic emergence that was ushered in, three decades ago, was at the precipitous of a global economic shift, and thus as much as freedom was attained a number of critical socio-economic challenges came to the fore. According to Fiona Tregenna, Arabo Ewinyu, Arkebe Oqubay and Imraan Valodia (2021), the extreme levels of poverty, inequality and unemployment in South Africa are not just manifestations of a non-inclusive growth path, but are also constraints to growth itself.

Tregenna et al (2021) accede that the triple challenges have brought about wasted and often neglected human resources, a lack of social cohesion, social instability, and poor developmental outcomes, all of which constrain South Africa's economic growth. We do not see any viable path to sustained high rates of economic growth that does not include fundamentally addressing the triple challenges. This suggests that, for policy, addressing the triple challenges is important not just in its own right, but as central tenets of any shift towards higher economic growth. This conceptual approach also points to the inadequacy of simplistic binary trade-offs between equity and efficiency or, for instance, between productivity and employment, in the South African context (Fiona Tregenna 2021).

The creation of decent employment continues to be the bane of the post-Apartheid economic dispensation, and the recent energy challenges faced by the country could potentially worsen the employment prospects of many. The energy crisis is seen by many pundits to be the precipitous of an economy in recession. Therefore, impugning the ability of the economic sectors to create employment and thus absorb labour market participants. This as the South African unemployment rate continues to hover above the thirty percent mark.

Table 3: Northern Cape Labour Market Dynamics

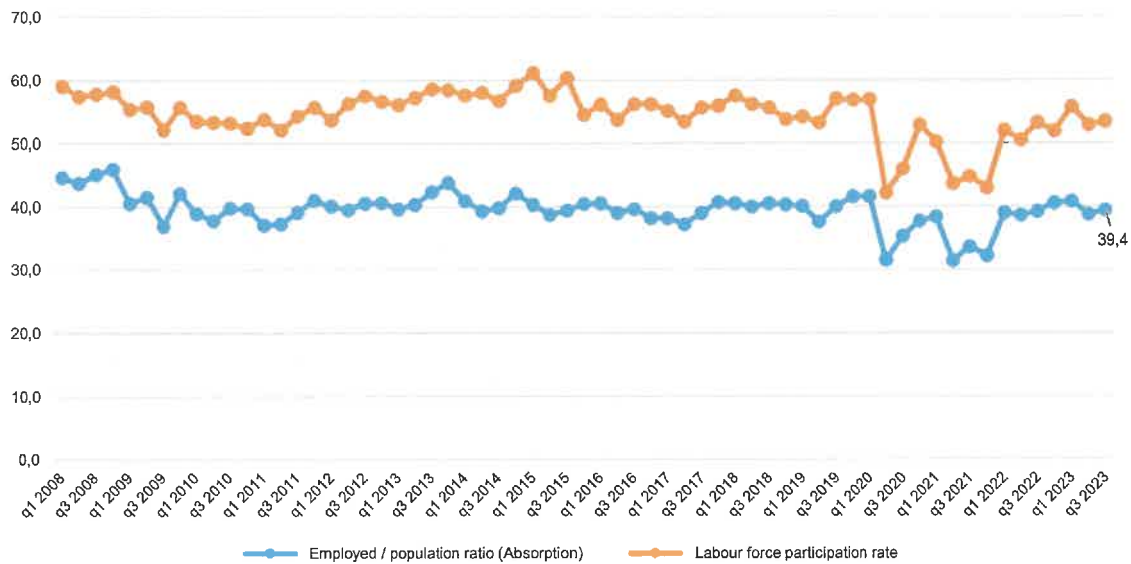
	q3 2022	q4 2022	q1 2023	q2 2023	q3 2023	q-on-q	
						Diff	% Change
Population 15-64 yrs	827	829	831	833	834	1804	0,2%
Labour Force	440	431	462	441	446	4775	1,1%
Employed	324	336	339	322	328	6145	1,9%
Formal sector (Non-agricultural)	232	230	246	235	224	-11646	-4,9%
Informal sector (Non-agricultural)	33	33	29	26	27	530	2,0%
Agriculture	36	52	41	38	52	14629	38,9%
Private households	24	21	24	23	26	2632	11,4%
Unemployed	116	95	123	118	117	-1371	-1,2%
Not economically active	387	398	368	392	389	-2970	-0,8%
Discouraged work-seekers	121	130	98	102	94	-7351	-7,2%
Other	266	269	270	290	294	4380	1,5%
Rates (%)							
Unemployment rate	26,4	22,1	26,6	26,9	26,3	-0,6	-2,2%
Employed / population ratio (Absorption)	39,2	40,5	40,8	38,7	39,4	0,7	1,8%
Labour force participation rate	53,2	51,9	55,7	52,9	53,4	0,5	0,9%

Source: (StatsSA, 2023c)

The working age-population has increased in the Northern Cape province, from around 833 000 to almost 835 000, spelling an increase of 1 804, on a quarterly comparison. This also highlighted an increase in the labour force, that is, person in employment, or seeking employment by around 4 800, in the third quarter of 2023. A positive outcome from the release of the third quarter labour force survey data, was the increase in the number of the employed, which increased by about 6 145. This increase, was almost 2.0% growth in the number of persons employed in the province.

The increase in the number of persons employed, was largely accrued to the staggering increase in the number of those employed in the agricultural sector, which increased by almost 15 000 people. However, the increase understates the losses that have been realised in the formal sector, which shed over 14 000 workers, in the third quarter. Despite these losses, the number of persons deemed unemployment in the province declined by about 1 370, to around 117 000 unemployed. The silver lining, is that the provincial number of discouraged work-seekers also declined considerably by around 7 300, this suggests a positive sentiment towards prospect of future employment. As it stands, the Northern Cape provincial unemployment rate is 26.3%, noting a marginal decline of 0.6%, when compared to the previous quarter.

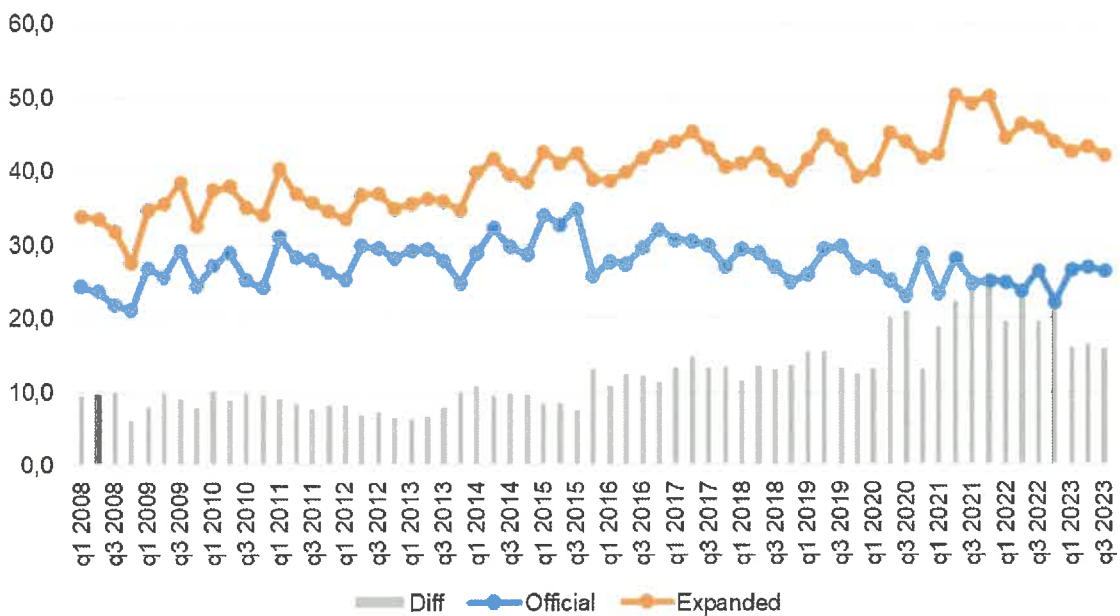
Figure 16: Northern Cape Labour Absorption rate and participation rate



Source: (StatsSA, 2023c)

An upturn in the rate of the labour force participation. This muted but glaring improvement posits a more positive sentiment for those seeking employment. Labour force participation rate is the proportion of the working age population that is either employed or unemployed. The absorption rate also improved, increasing to 39.4% at the end of the third quarter of 2023.

Figure 17: Northern Cape Provincial Unemployment rates - Official and Expanded



Source: (StatsSA, 2023c)

South Africa's very low employment rate reflects both low labour force participation and very high structural unemployment. Very high unemployment, which was already one of the highest in the world, only to be heightened by the advent of COVID-19¹, partly accounts for low participation by discouraging job search. Discouraged workers—those would like to work but are not actively looking for a job for lack of perceived opportunities—accounted for about 12 % of the labour force in 2019; including them in the unemployment statistics would raise the (broadly defined) unemployment rate to over 40 percent. In the provincial labour market perspective, there have been Improvements in the two measures of unemployment – Official definition (26,3%) and Expanded definition of unemployment (42,0%).

Table 4: Northern Cape Sectoral Employment Contribution and percentage change

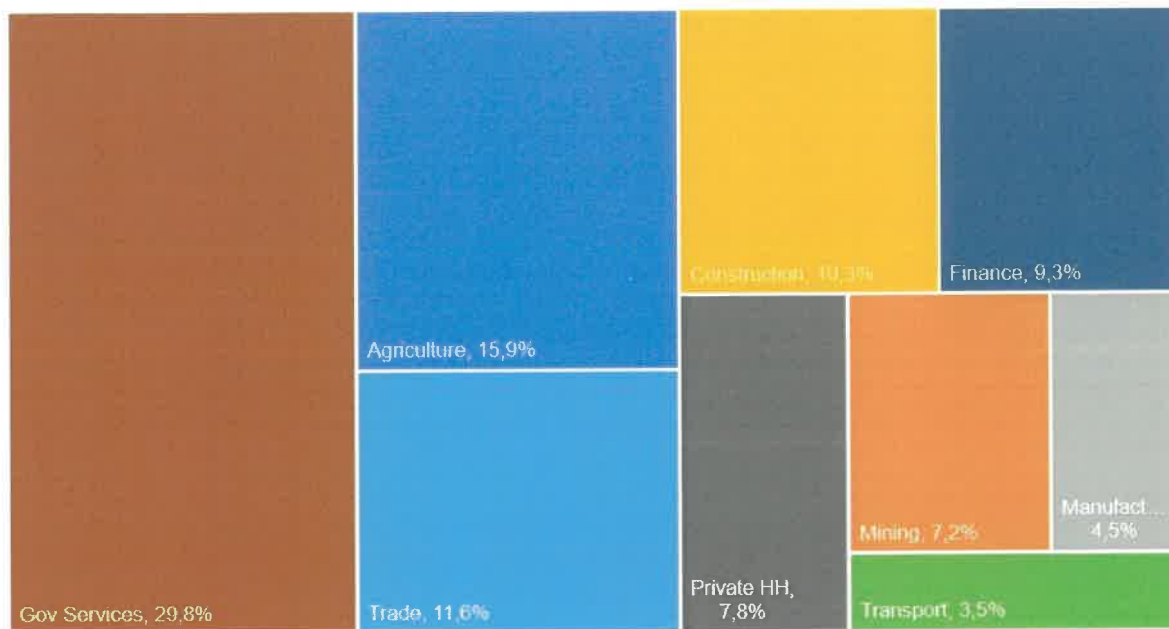
	q2 2022	q3 2022	q4 2022	q1 2023	q2 2023	q3 2023	q-on-q	
							Diff	% Change
Agriculture	35	36	52	41	38	52	14629	38,9%
Mining	27	22	19	18	25	24	-1621	-6,4%
Manufacturing	14	12	11	17	12	15	2849	23,8%
Utilities	2	3	2	1	1		-990	-100,0%
Construction	13	26	23	25	31	34	2805	9,1%
Trade	53	58	55	48	43	38	-4508	-10,6%
Transport	13	18	18	14	11	12	936	8,8%
Finance	27	22	28	42	31	31	-471	-1,5%
Gov Services	109	103	106	109	108	98	-10116	-9,4%
Private HH	25	24	21	24	23	26	2632	11,4%

Source: (StatsSA, 2023c)

The agricultural sector continues to be an employer of first preference for those in the margins of development. Noteworthy, the sectors employment profile improved in the quarter under review as an additional 14 600 people sought employment in the sector. Notably, this increase in the number of the employed could be inextricably linked to its seasonality. A notable development in the provincial labour market, is the increase in the number of those employed in the manufacturing sector, increasing by almost 3 000 employees. This suggests, a possible accrual of heightened investment in the provincial manufacturing sector over a period of time. Despite, the curtailed household income, there has been an increase in the number of those employed in this sector, increasing similar to the manufacturing sector by around 2 700.

¹ The advent of COVID-19 and the subsequent economic restrictions had a profound impact on the ability of the economy to grow and thus, its proclivity to create employment.

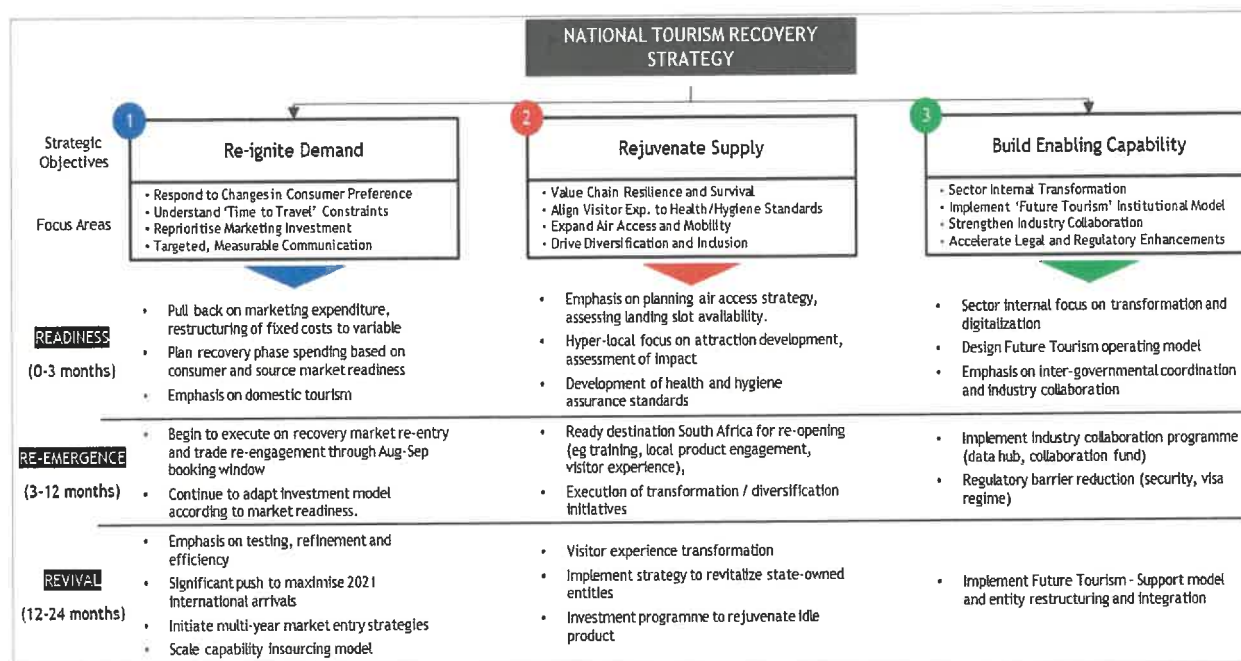
Figure 18: Northern Cape Sectoral Employment Percentage Contribution



Source: (StatsSA, 2023c)

Government and related service shed over 10 000 jobs in the third quarter of 2023, however remains the biggest employer in the province constituting around 30 of those in employment. The agricultural sector continues to be a beacon of employment in the province, commanding around 16% of all those employed. Noteworthy, the trade sector has shed employment and thus ultimately its dominance (i.e. often in second place), accounting for around 11.6% of the employed. Mining which continues to be the sunrise economy for the province – constitutes an amendable 7.2% of all those employed in the province.

Tourism



A 10-point plan to support the implementation of South Africa's Tourism Recovery Strategy, has been adopted by the National Department of Tourism with SA Tourism as a key driver in some areas and a contributor in others. The recommendations of the 10-point recovery plan are reflected below.

- 1 **INDUSTRY/GOVERNMENT RECOVERY PARTNERSHIP:** Conclude a comprehensive industry/government recovery partnership to collaborate on all aspects of tourism recovery
- 2 **TOURISM SUPPLY SUPPORT PACKAGE:** Deploy an enhanced Tourism Supply Support Package to protect tourism assets and core infrastructure and to support re-opening
- 3 **BIOSECURITY PROTOCOLS:** Implement globally recognised biosecurity protocols across the value chain to enable safe travel and rebuild traveller confidence
- 4 **NATIONAL AIR ACCESS TEAM:** Convene a national air access team and implement an air service development programme to reconnect South Africa to the world
- 5 **REMOVE BARRIERS TO TRAVEL:** Partner with accountable departments to remove barriers to travel and enable freer entry, reduced tourist crime and provide stronger personal safety and security guarantees
- 6 **CATALYSE DOMESTIC DEMAND:** Catalyse domestic demand through the phases of re-opening with informative and inspirational messaging that encourages safe tourism and domestic vacation experiences
- 7 **TARGETED GLOBAL MARKETING PROGRAMME:** Execute a global marketing and travel trade programme, targeted at highest-potential source markets and intrepid travel consumer segments, to reignite international demand
- 8 **INVESTMENT AND MARKET-ENTRY FACILITATION:** Launch an investment and market-entry facilitation programme to stimulate capital investment, sector transformation and product diversification
- 9 **REGIONAL VALUE PROPOSITION:** Prioritise cooperation with neighbouring destinations towards a regional value proposition and a seamless visitor experience
- 10 **TRANSFORM THE INSTITUTIONAL ARCHITECTURE:** Review and transform the tourism institutional architecture to deliver efficient, effective and purpose-led support for sector growth and development

South Africa: Domestic Performance



In 2022, there were
34.0 million Overnight Domestic Trips.

This is +19.6% more than in 2019 and +129.4% over 2021. This is of course due to the 2022/23 summer season being the first one without any Covid-19 restrictions.

There were **32.0 million Tourists** - an increase of +136.6% vs. 2019 and +123.4% over 2021.



Total **revenue generated** by overnight domestic tourism in 2022 was **ZAR 99.2 billion**,

increasing by +126.0% vs. 2019 as well as by +118.3% over 2021.

Domestic tourists spent a *similar amount to that of 2021* and more than in 2019,

average spend being **ZAR 3,062**

(+89.0 vs. 2019 & -4.8% vs. 2021).



The duration of the **domestic trips lasted 3.5 nights**,

measuring a very small increase vs. both 2019 & 2021 (+5.4% & 1.1% respectively).

This resulted in a total of **118.6 million bed nights**

increasing by +26.0% over 2019 but by +131.8% over 2021.

Northern Cape: Domestic Performance

	2016	2017	2018	2019	2020	2021	2022	% Growth
Trips	521 000	393 000	441 400	868 736	592 347	487,757	785 512	61.1%
Direct Spend	R465 million	R515 million	R754 million	R850 million	R769 million	R1.3 billion	2.6 billion	46.1%
Length of Stay	3.7	7.0	4.5	2.1	3.7	3.3	5.2	7.6%
Bed nights	1 860 500	2 754 598	1 979 625	1 831 081	2 293 683	1 333 791	4 027 339	202%

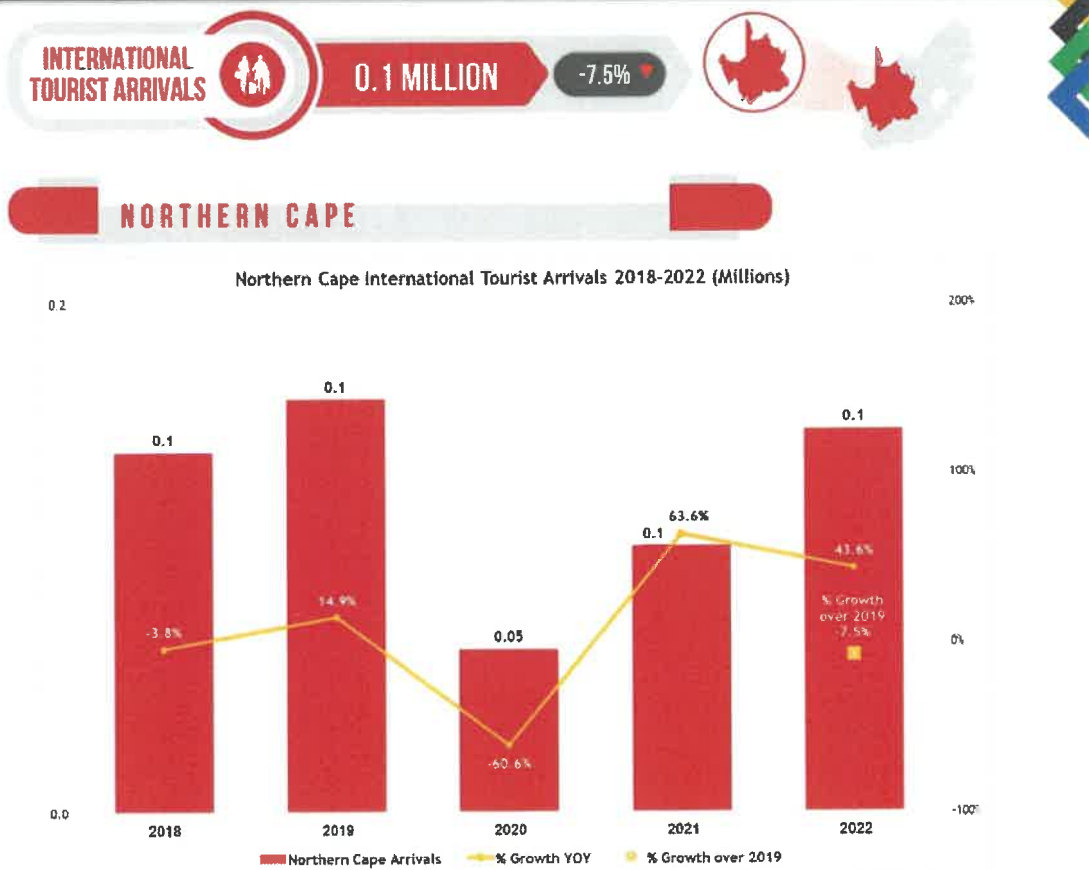
Number of Trips Undertaken to the Province

- Domestic trips/ arrivals to the Northern Cape have grown with 61%, 758 512 thousand in 2022 vs the 487 757 thousand in 2021. Almost at pre covid arrivals of 2019 which were 868 736.
- Visitors' trips undertaken to the Northern Cape comprised mainly of VFR trips 419 687, followed by holiday trips 213 157.
- Visitors were mainly from Gauteng, Northwest, Western Cape followed by the Free State

Spend

- The average domestic spend within the province grew with 46.1% 2.668 917 858 (2.6 billion) in 2022 vs 1 275 683 649 (1,3 billion) in 2021

Northern Cape: International Tourism Performance



Northern Cape: International Arrivals

		2016	2017	2018	2019	2020	2021	2022	% Growth
International	Arrivals	98 214	113 137	105 879	110 016	47 887	78 400	112 514	43.5%
	Direct Spend	R634 million	R874 million	R582 million	R591 million	R172 million	R176 million	R707 million	300.1%
	Length of Stay	8.3	12.5	8.1	7.0	5.0	3.0	8.0	116.6%
	Bed nights	768 148	1 325 370	832 167	818 484	230 375	232 839	501 568	115.4%
Total Tourism	Trips/Arrivals	619 214	506 137	547 279	978 752	640 234	566 157	898 026	85.7%
	Direct Spend	R1 billion	R1.389 billion	R1.336 billion	R1.441 billion	R941 million	R1.476 billion	R3.3 billion	124%

Northern Cape: International Key Source Markets

International

Arrivals

International arrivals to the Northern Cape have grown with 43.5% 112 514 in 2022 vs 78400 in 2021 with length of stay doubling from 3 to 6 nights resulting in a growth 115.4% in bed nights 501 568 in 2022 vs 232 839 in 2021.

Spend

With the growth in bed nights and length of stay spend has shown a growth of 301.4%, 707 072 865 (707 million) in 2022 vs 176 131 927 (176 million) in 2021

Total contribution

Total contribution of tourism to the provincial GDP grew with 124%, R3.3 billion in 2022 vs the R 1.4 billion in 2021 the highest yet contribution from this sector since 2016.

Total trips grew with 86% and we are almost back to 2019 pre-covid arrivals. 898 026 in 2022 vs 978 752 arrivals recorded in 2019.

Leisure Tourism: Insight and Trends

UNWTO, Globetrender.com, World Travel and Tourism Association have identified insights to post Covid-19 travel trends. These insights will be considered in the development of the marketing operational plans for 2023/24

- See a dilution of Domestic leisure travel – but will choose destination closer to home.
- FIT travellers will be looking for unique, authentic experiences and “off the beaten track” destinations – “no cookie cut travel”.
- Vacations has been increasingly motivational, and travellers will take more account of their impact, including social impact, on the destination.
- There is also a great return of family travel seen as an opportunity to experience quality time with loved ones after the pandemic – demand for unique and affordable travel experiences.
- A growing number of travellers continued to take advantage of special offers to finally take their dream trip and prepared to spend more and stay longer.
- Growth in demand for experiential travel – even greater immersion in local culture
- “Worocations” – continue to be in demand especially those working online - combining work and vacation – families and professionals.
- Short lead time in booking and turn around
- Continued focus on health and wellbeing and value for money destinations and experiences when they plan their trips.
- Spontaneous travellers will seek more “last-minute” deals: prepared for quick travel decisions.

The Northern Cape: Tourism Recovery Strategy

Strategy Focus Areas

Period	LEISURE TOURISM PROMOTION – INTERNATIONAL/ REGIONAL	Leisure Tourism - Domestic	Business Tourism (MICE)	Leisure Events	SMME/Route
Q1 – 4 beyond 2024/25 THRIVE	<ul style="list-style-type: none"> Keep destination top of mind through content creation and distribution. Maintain tourism offering awareness (consumer and trade) Online content creation and distribution Continued – co-operation with international SAT offices and SA embassies Implement international leisure and trade marketing campaigns Create and package Bucket list experiences 	<ul style="list-style-type: none"> Position and market the Northern Cape as a desirable, affordable and safe domestic leisure tourism destination Develop and implement a Domestic Marketing Operational Plan to influence target segments to travel to the Northern Cape Collaborate with routes to package iconic Northern Cape experiences that meet the changing needs of our target market segments Keep destination top of mind through content creation and distribution. Maintain tourism offering awareness (consumer and trade) Online content creation and distribution Create micro (short) travel experiences as well as day trips and communicate to leisure and trade via online travel platforms Continued communication with our tourism partners regarding the importance of compliance, ie grading, operational requirements 	<ul style="list-style-type: none"> Continuous update of databases of business events industry in NC Continuous implementation of Sales programs in conjunction with SANCB Continue with active partnerships with SANCB, SPU, Associations, Sport Federations Identify business events for Bid Support Attendance of in person shows and exhibitions to position and sell the northern Cape as a competitive business events destination. 	<ul style="list-style-type: none"> Assist Route and township experience packaging for Easter and Winter Holidays Packaging of Bucket List experiences Direct marketing support – social media and online platforms, media and trade exposure. Continue Industry collaboration – continue to encourage and connect Route and SMME products with trade partners and platforms. Continue Trade Membership – assist Route and SMME products to obtain industry membership to improve their competitiveness. Products and experiences – include route and SMME product and experiences in micro travel and day trips experiences 	<ul style="list-style-type: none"> Implement SMME Market Access Framework Direct marketing support – social media and online platforms, media and trade exposure. Skills development – virtual training addressing compliance, collaboration, packaging of offer for market segments, understand the tourism channel. Industry collaboration – continue to encourage and connect Route and SMME products with trade partners and platforms through special marketing sessions. Trade Membership – assist Route and SMME products to obtain industry membership to improve their competitiveness. Products and experiences – include route and SMME product and experiences in micro travel and day trips experiences Assist with Summer experience packaging Encourage SMME's and Routes form collaboration and Partnerships Upskilling in terms of the new tourism norm (technology, virtual meetings/ workshops, digitalisation/ virtual conferences and events)

Domestic travel continues to be one of the “game changers” for the tourism sector. We are will be deliberate in how we market and promote domestic tourism to address geographical spread, seasonality, length of stay and transformation.

ACHIEVEMENTS REALISED SINCE THE 2020/21 FINANCIAL YEAR

- Health and safety and responsible tourism responsible practices have gain prominence in the industry
- Partnership between the tourism industry and government has been strengthened through social media platforms
- Tourism businesses accessed the tourism Relief Fund (124) schemes through the Tourist Guide Relief (109)
- Fund and Tourism Transformation Fund.
- Tourism industry databases has been updated.
- Tourism recovery and risk management framework has been completed
- 185 tourism industry employees and owners benefitted from skills development initiatives.
- 121 tourism enterprise development initiatives completed.
- 26 tourism experience development initiatives completed.
- 14 tourism infrastructure projects completed.
- 220 accommodation and conference facility grading paid for.
- Visitor tracking will ensure us stronger evidence-based decision making
- Tourism safety through safety campaigns
- SKA Carnarvon Exploratorium (R75 million).
- 4 provincial nature reserves benefitted from NDT funded critical tourism maintenance programmes – Goegap, Witsand, Rolfontein, Doringkloof (R13.8 million).
- McGregor Museum properties to benefit from NDT funded critical tourism maintenance programmes (est R38 million).
- Tweerivieren Visitor Interpretation Centre completed (R2.3 million).

CHALLENGES

- Government cost containment to again hit the tourism industry with limited travel procurement – especially the black-owned properties as they are very reliant on government business for sustainability.
- Severe budget cuts make it difficult to implement the recovery plan in particular and tourism projects in general.
- Lack of tourism private sector body to monitor and regulate the industry in terms of industry norms and standards.
- Interdepartmental coordination and relations create stumbling block to tourism development and management.

- Lack of prioritisation of tourism development and creation of a welcoming atmosphere at local municipal level.
- Tourism enterprise business compliance.
- Tourism Programme relationship with mega entity (operational oversight, communication and pace of decision-making).
- WAY FORWARD
- Continue to implement the NTSS, provincial tourism master plan, industry recovery plan.
- Tourist route development will remain central to the destination development and marketing initiatives.
- Partnership and relationship building will remain essential –
 - Provincial: DRPW (road maintenance & route signage), DSAC / McGregor Museum (cultural and heritage attractions maintenance and development) and DAERL (provincial nature reserves maintenance and development).
 - National: NDT, SAT, DFFE (world heritage site development), DSI (SKA Carnarvon Exploratorium), SAN Parks, SARAO, SAAO (astro tourism corridor development for the latter two).
- Improve the tourism research capacity to provide data for evidence-based decision-making.
- Continue efforts to improve industry organisation and relationship with government.
- Management of the cost containment requirement in a manner that does least damage to the post Covid tourism industry recovery momentum.
- Prioritise township and rural tourism development
- Ensure that local municipalities prioritise tourism management and development

External Environmental Analysis

In addition to the economic overview, the department also conducted a stakeholder analysis in 2020 to inform interventions, targets and operations over the MTSF.

STAKEHOLDER ANALYSIS MATRIX		Assessed from Risk to Development		Nature of contribution of stakeholder	Frequency	Strategy to engage stakeholder
Stakeholder	Level of Impact	Level of Influence				
NCFA	High	High	Destination marketing and positioning	Monthly	Joint planning sessions/campaigns	
Tourism routes forum	High	High	Provision of tourism experiences	Quarterly	Route forum consultative sessions	
TGCCSA	High	High	Quality assurance and standards	On going	Grading roadshow	
District and Local Municipalities	High	High	Local economic development	Quarterly	Consultative forums	
DENG	High	High	Sustainable development	On going	Consultative	
SATSA	Low	Low	Organised tourism businesses	On going	Consultative	
NDT	High	High	Alignment with national policies	Quarterly	National Development and Governance Forum	
DSAC	High	High	Cultural/heritage tourism/creative industries	On going	Consultative	
Tourism industry	High	High	Delivering tourism product and experience	On going	Joint campaigns	
Event organisers	Low	Low	Delivering events	On going	Consultative	
CPA/Communities	High	High	Creating a culture of tourism	Quarterly	Awareness campaigns	
DRPW	High	High	Ensuring accessibility and infrastructure	On going	Consultative	
Funding institutions	High	Low	Funding development and growth	On going	Conducting awareness roadshows	
SAT	High	High	Collaborative marketing	Quarterly	Marketing forum consultative sessions	
SANPARKS	High	High	Wildlife and nature based experiences	On going	Consultative	
Service providers	Low	Low	Outsource functions	On going	Service level agreement	
Tertiary institutions	High	High	Research and development	On going	Consultative	
STATSSA	High	High	Tourism industry performance	Quarterly	Consultative	
Economic Development Department	High	High	Strategic direction	On going	Meetings	
Department of Social Development	High	Low	Social Economic	On going	Meetings	
SETA	High	Low	Skills development	On going	Consultative	
Incubators	High	High	Mentorship and SMME development	On going	Consultative	
QIP	High	High	Planning	Monthly	Meetings, Forums, Consultative	
Sector Departments Agric DENG Mining etc	Low	Low	Planning	Monthly	Meetings, Forums, Consultative	
Division of Career Development and Transition (CCDT)	High	High	Mentorship and SMME development	On going	Meetings, Forums, Consultative	
Department of Science and Innovation (DSI)	High	High	Collaborative	Bi-monthly	Meetings	
SARAO (SKA)	High	High	Collaborative	Bi-monthly	Meetings	
Sol Plaatje University	High	High	Research and development	Monthly	Meetings, Forums, Consultative	
SITA	High	High	Information technology	On going	Consultative	
TVEET Colleges	High	High	Skills development	On going	Consultative	
Teiso Operations	High	High	Information technology	On going	Consultative	
DASC	Low	Low	Innovation	On going	Consultative	
State Owned Entities	High	Low	Planning	On going	Meetings, Forums, Consultative	
Departments' Programmes	High	High	Planning	On going	Meetings, Forums, Consultative	
Private Sector	High	High	Partnerships for economic development	On going	Meetings, Forums, Consultative	
SMMEs	High	High	Development, mentorship, funding etc.	Monthly	Consultative	
Information/Service providers (IHS Market Quinmec)	High	Low	Economic Intelligence	On going	Consultative	
International Data providers (World Bank, IMF)	High	Low	Economic Intelligence	On going	Consultative	
Public Sector Economist Forum (PSEF)	Low	Low	Planning	On going	Consultative	
Development Finance Institutions	Low	Low	Investment	On going	Consultative	
NCEDA	High	High	Investment attraction	On going	consultative	
Foreign Direct Investment	High	High	Bi-lateral agreements	On going	consultative	

The Department of Economic Development and Tourism (DEDaT) agreed on a strategy to develop multi-stakeholder relationships, to promote, grow and modernize the provincial industry(s), with the development of local capacity, which would serve to expand the resource base from which the province could encourage inclusive economic development.

The Stakeholder Engagement Plan (SEP), is designed to deliver a strong network of stakeholders who will contribute to sustainable economic growth, social enhancement, and empowerment for the modernization, growth and success of the province. The SEP will impact local economic development and human resource development, two strategic focus areas critical to the success of the province. More specifically, it intends to contribute to building key stakeholder relationships to increase employment, developing intellectual capital, and build local capacity to enhance skills.

Overall issues impacting efficient stakeholder engagements are the utilization and coordination of multiple stakeholders, resources and delivery partners; involvement of two or more provincial government department, the want of project office for coordination and

planning amongst stakeholders and the challenging issues of social redress and sustainability.

To support stakeholder engagement, a comprehensive Communications Plan is critical to ensure effective, efficient conduct of relationships, operations and smooth adoption of overall objectives. The strategic intent of the Communications Plan is to increase delivery partner and stakeholder knowledge of economic developmental interventions, promote end-user awareness of the purpose of the interventions and to provide a consultative mechanism. The primary target audience will be comprised of the project delivery partners. The secondary audience will be comprised of the various stakeholders in the province. The third audience to be targeted by the Communications Plan are the beneficiaries.

<u>SA Government Members</u>	<u>Labour Members</u>
Department Economic Development	Congress of South Africa Trade Unions (COSATU)
Department Trade & Industry	Communications Workers Unions (CWU)
Department Small Business Development	National Union of Metalworkers of South Africa (NUMSA)
Department Science & Technology	South Africa Commercial, Catering and Allied Workers Union (SACCAWU)
Department of Telecommunications & Postal Services	South African Society of Bank Officials (SASBO)
Department of Tourism	
Department of Agriculture, Forestry & Fisheries	
Department of Arts, Sports & Culture	
Department of Mineral Resources	
Department of International Relations	
State Owned Enterprises	
SITA	
SARAO	
District and Local Government	
Provincial Legislature	
Public Sector Economist Forum	
Auditor General	
SANParks	
Traditional Leaders	
International Organizations...	
Embassies...	
Railways...	
Harbor...	

SABS	
SARS	
<u>Association Members</u>	<u>Business/Industry Members</u>
Steel, Iron and Engineering Federation of South Africa (SIEFSA)	South Africa Chamber of Business (SACOB)
NC SMME Trust	Northern Cape Chamber of Commerce and Industry (NOCCI)
National Youth Development Agency	Black Management Forum (BMF)
	Development Finance Institutions
	Media Houses
	Mining Houses
	Farms
	SMME
	Entrepreneur
	Information Service Provider including IHS MarkIT, Quantec.
	Renewable Energy Companies...
	Trade Partner Countries.
	Export markets...International, Local
	Telecoms Operators
	Tourism Routes
	Bank
<u>Parastatals & Service Provider Members</u>	<u>Civil Organization Members</u>
Eskom	South Africa National Civics Association (SANCO)
Internet Service Providers Association (ISPA)	
Telkom	
TransNet	
<u>Human Resource (Training) and R&D Members</u>	<u>Other Stakeholders</u>
Council for Scientific and Industrial Research (CSIR)	Incubators.
Foundation for Research Development (FRD)	Community based organizations
Universal Service Agency	
Sector Education Training Authority(s)	
Sol Plaatje University (SPU)	
TVET Colleges	
mLab NC and the University of Potchefstroom	

The development corridors of the province were also considered and hence interventions designed to maximise the economic advantages in SIPS 3, 5, 8, 14, 15 and 16.

In order to improve stakeholder relations in terms of enterprise development an integrated approach towards nation-wide economic coordination is being pursued nationally. The purpose is to collaborate, coordinate and target collective planning and investment efforts. To this effect, the DSBD has developed a draft masterplan for small enterprise support and development. One of the thrusts of the master plan is to secure alignment of efforts across the three spheres of government in support of enterprises.

DSBD has started implementing its SMME support programme that is focussed on the implementation of nine interventions, as part of the district development model. The Township and Rural Entrepreneurship Programme (TREP); directed mainly at the informal sector; is one of the interventions and has seen support opportunities, by way of loans, being extended to Spaza shops, Automotive aftermarket industries, Clothing and Textile sector and Bakeries and Confectionaries in townships. DEDaT has been providing support and will continue to support enterprises in these industries.

In terms of stakeholder relations and disaster management the Department will implement the following prescripts as per disaster management regulations, should the pandemic demonstrate another wave of infections. To this effect:

- Masks will be worn;
- screening will be done;
- washing of hands and sanitising is still encouraged, and
- social distancing will be enforced.
- Appointments will be encouraged instead of just walk-ins.

Meetings with members of the PEDF take place via virtual platforms: Zoom; Microsoft Teams and Google Meet. In collaboration with stakeholders of the PEDF, webinars are hosted to engage clients. Collaboration with SEDA is effected through an MoU, to confer with stakeholders across the province for assistance – since the Department does not have a regional presence.

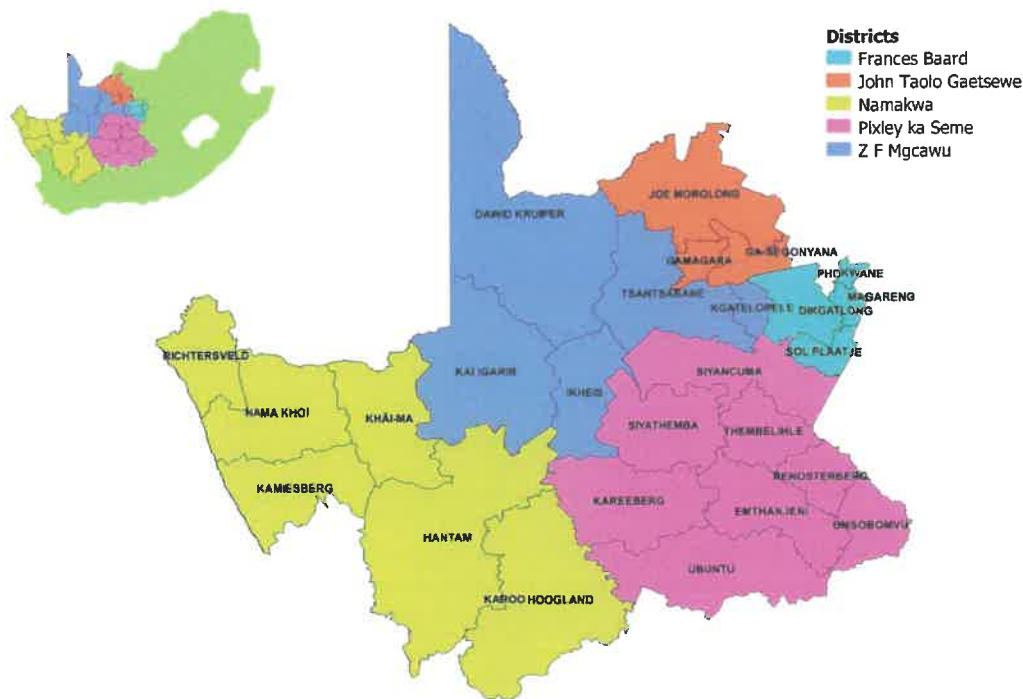
In addition, the Provincial Spatial Development Framework was taken into account as well that is included in the Provincial Growth and Development Plan as it relates to the eradication of poverty and inequality and the protection of the integrity of the environment.

CLIMATE VULNERABILITY IN THE NORTHERN CAPE

Provincial Overview

The Northern Cape is situated on the west coast of South Africa. The capital city of the province is Kimberly. It is neighboured by Namibia and Botswana in the north, Western Cape and Eastern Cape to the south and Free State and North West in the east. The Northern Cape is the biggest South African province, covering close to a third of the country's surface area. Despite its large size the Northern Cape has the smallest population of all the provinces with 1.146 million people (Census, 2011). This is a result of the largely arid climate of the province. The majority of the human population is located in the northern and north-eastern regions of the province, close to mining and agricultural activities which are the two main economic activities in the Northern Cape (SoE, 2014). The agriculture and mining sectors provide the highest financial inputs to the province, while the highest employment is offered by the agriculture, forestry and fishing; community and social services; wholesale and retail trade; and mining and quarrying sectors. The province has five districts (shown in Figure 1): Namakwa, ZF Mgcawu, John Taolo Gaetsewe, Frances Baard and Pixley ka Seme.

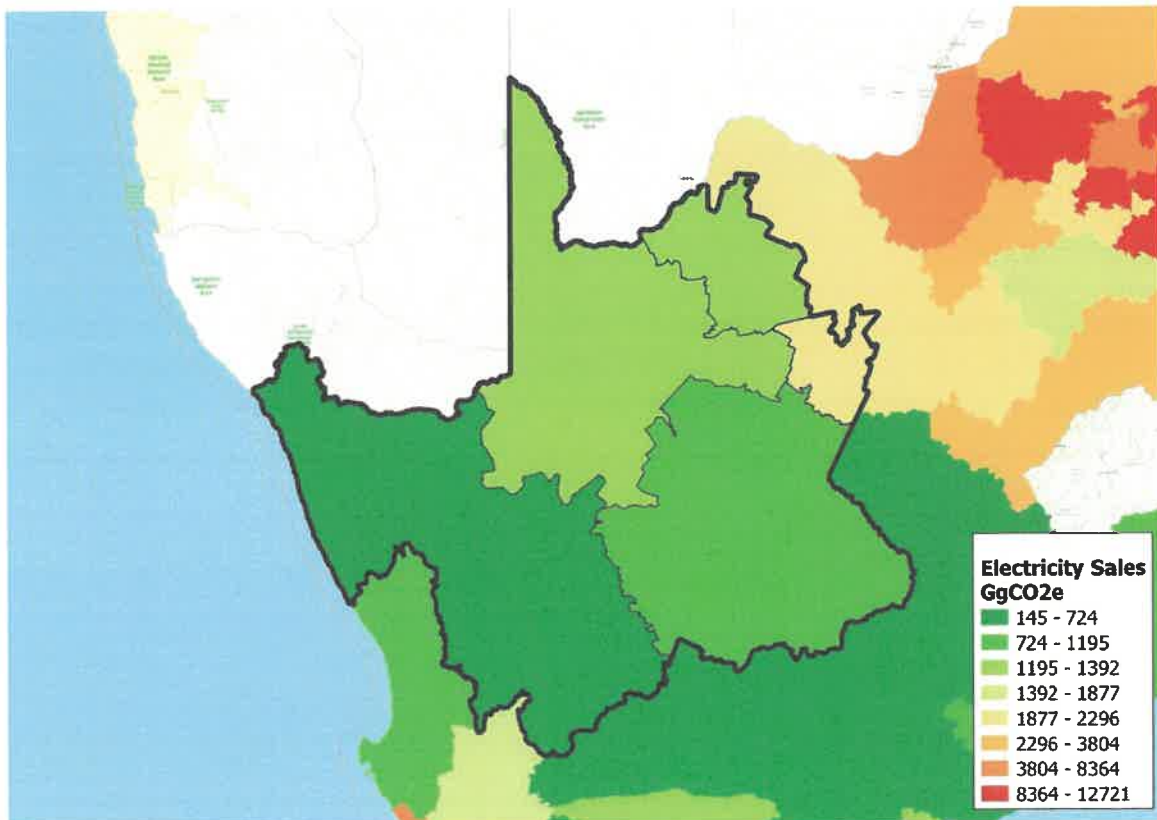
Figure: The Northern Cape and its municipalities



Greenhouse Gas Data

There are a range of sources of Greenhouse Gas (GHG) emissions at the provincial and district level. One of the main sources of GHGs is from electricity. Although the GHGs associated with the generation of electricity is recorded at a national level, provinces and municipalities typically record the GHGs associated with the sale of electricity. The map below is a summary of the GHGs from the sale of electricity in the province. This data is sourced from Stats SA for the provinces and divided into district data by the proportion of household numbers in the district.²

Figure: Total electricity sales (GgCO₂e) in Northern Cape³



A second major source of GHGs is from the sale of liquid fuels. This includes jet fuel, aviation gasoline, diesel, furnace oil, LPG, paraffin and petrol. The map below is a summary of the GHGs from the sale of liquid fuels in the province. Each fuel is converted to Gigagram Carbon Dioxide equivalent (GgCO₂e) using specific emission factors from the Intergovernmental Panel on Climate Change Emission Factor Database.

² <https://letsrespondtoolkit.org/municipalities/northern-cape/>

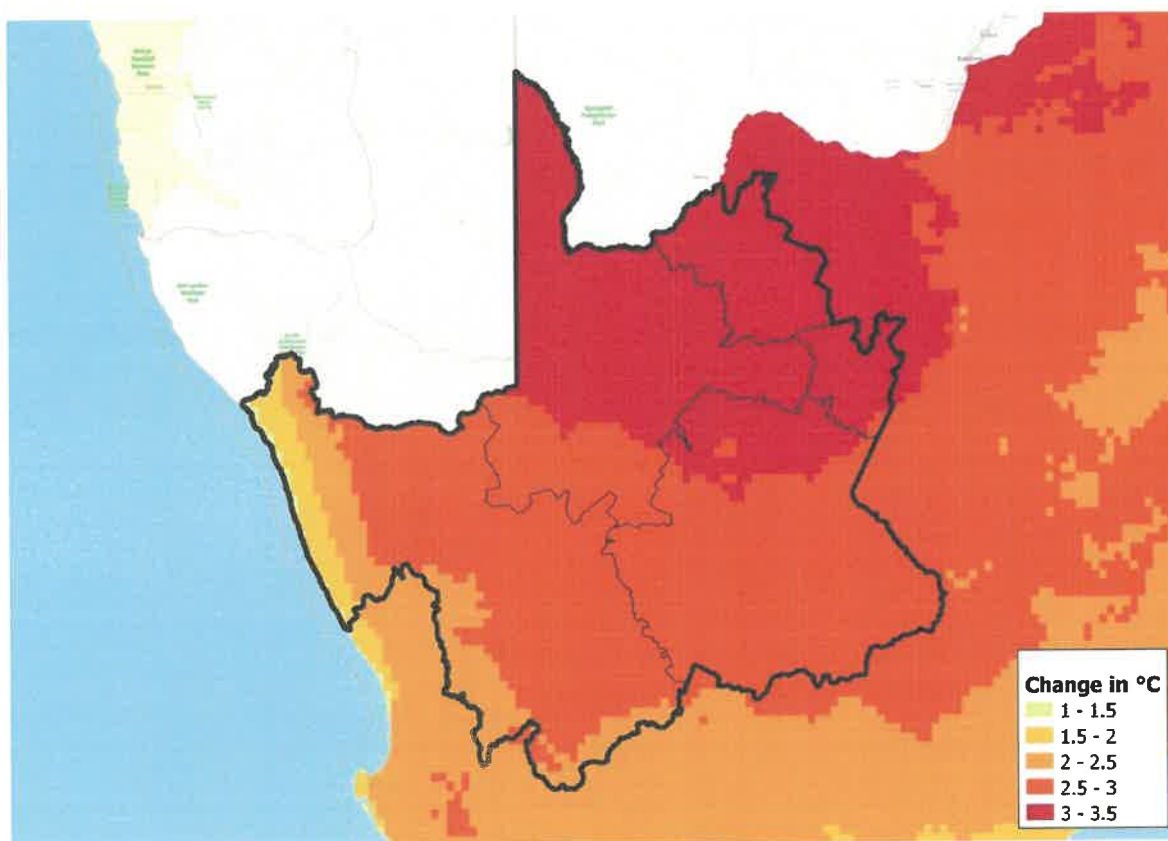
³ <https://letsrespondtoolkit.org/municipalities/northern-cape/>

Key Climate Hazards

Increasing Temperatures

The figure below shows projected changes in annual average temperatures, highlighting increasing temperatures throughout the province for the period 2021-2050 under the RCP 8.5 scenario. By 2050, the province is projected to be affected by higher annual average temperatures, which will adversely affect water and food security. Evaporation rates will also likely increase and agricultural outputs may reduce.⁴

Figure: Projected changes in annual average temperatures throughout Northern Cape over the period 2021-2050 under the RCP 8.5 scenario (CSIR 2019)



Increasing rainfall variability

The figure, on the next page, shows projected shifts in annual average rainfall throughout the province between 2021-2050 under the RCP 8.5 scenario. Annual average rainfall amounts vary across the province. There is uncertainty regarding projected future rainfall

⁴ <https://letsrespondtoolkit.org/municipalities/northern-cape/>

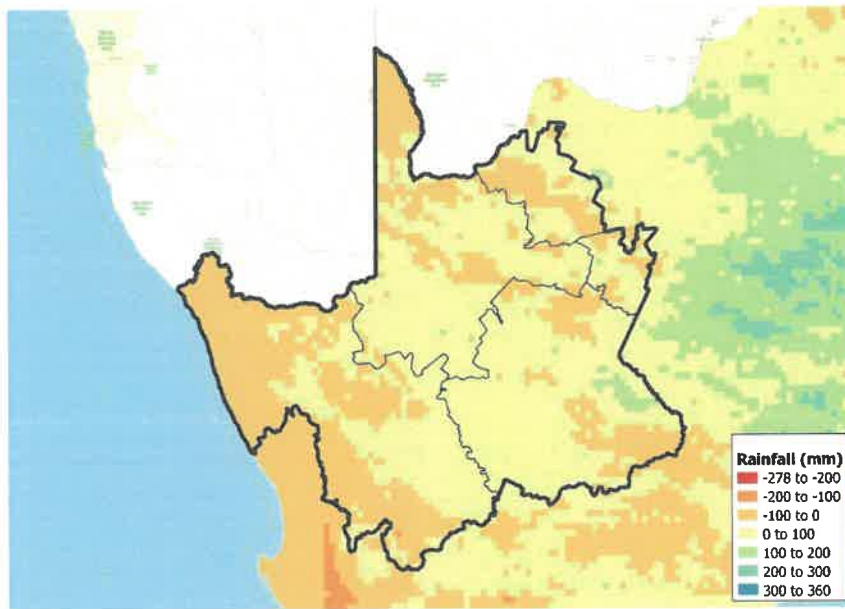


Figure: Projected changes in annual average rainfall throughout Northern Cape over the period 2021-2050 under the RCP 8.5 scenario (CSIR 2019)⁵

Increasing storms and flooding events

The figure below shows projected changes in the annual average number of extreme rainfall days throughout the province over the period 2021-2050 under the RCP 8.5 scenario. Increases in the number of rainfall days are likely to result in an increase in intense storms, and flooding events across the province

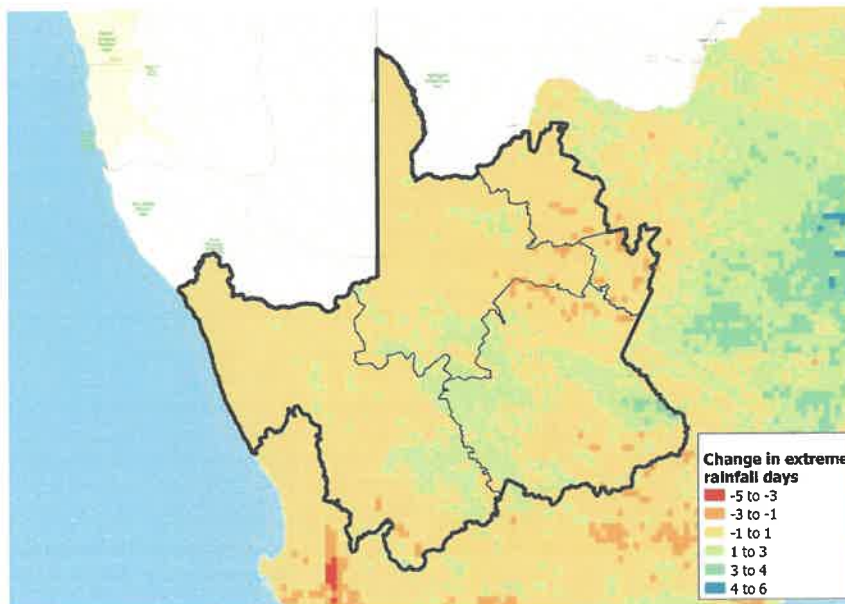


Figure: Projected changes in the annual average number of extreme rainfall days throughout Northern Cape over the period 2021-2050 under the RCP 8.5 scenario (CSIR 2019)

⁵ <https://letsrespondtoolkit.org/municipalities/northern-cape/>

Changing Biomes

The current delineation of biomes is depicted in the figure below, with the predicted shift in biomes shown in the following figure based on a high-risk scenario. The biomes have varying sensitivities to the projected impacts of climate change which are further exacerbated by issues such as the fragmentation of natural areas and unsustainable water usage rates.⁶

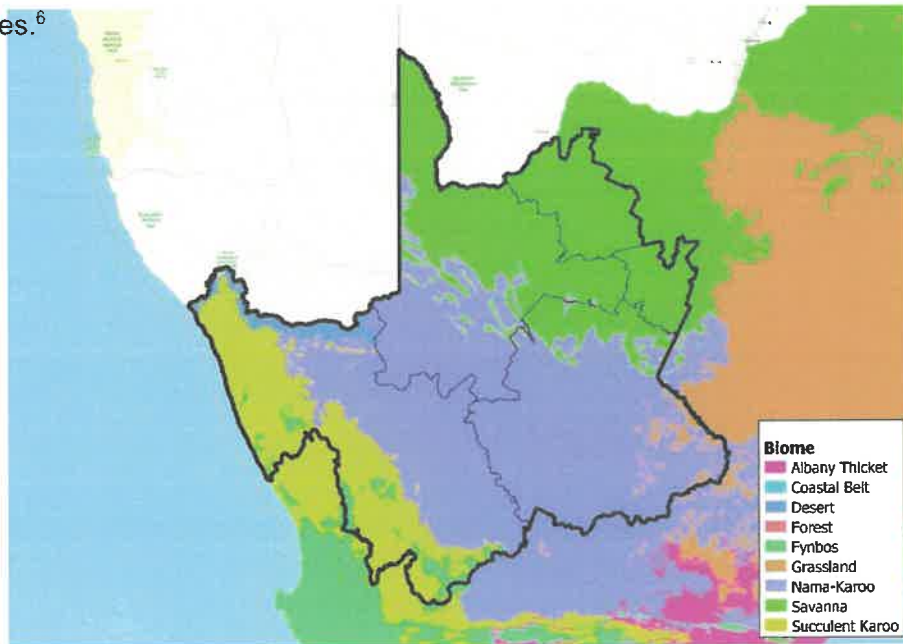


Figure: The current delineation of biomes in Northern Cape (SANParks 2011a)

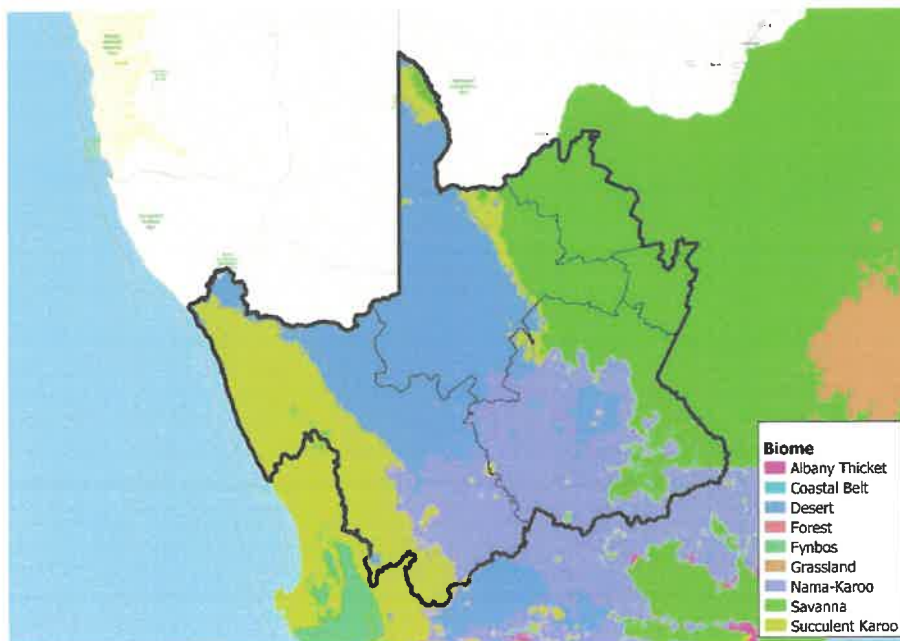


Figure: The predicted shift in biomes in Northern Cape using a high-risk scenario (SANParks 2011b)

⁶ <https://letsrespondtoolkit.org/municipalities/northern-cape/>

The Nama Karoo biome covers most of the province, covering over 50% of the province's land area (CSIR 2004). This biome is rich in species and hosts a high amount of endemic species that are well adapted to the extreme climatic conditions.

The Nama-Karoo biome is the second most threatened biome in South Africa, after the Grassland biome. Overgrazing by sheep and goats is the major non-climatic factor threatening this biome (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a).

The second largest biome in the Northern Cape is the Savanna, which is located in the north east of the province. This biome is linked to the agriculture and game farming sectors in the province and is negatively affected by overgrazing, inadequate rainfall and fire (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a). Located in the western parts of the province, the Succulent Karoo is the third largest biome in the Northern Cape, and hosts an international biodiversity hotspot which includes the Namaqualand and Richtersveld regions (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a).

This biome has the richest succulent flora globally, 69% of which is endemic. The main non-climatic threats to this biome include overgrazing and mining activities (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a). 23 The 2004 state of environment report for the Northern Cape identified habitat transformation and degradation as the primary threat to biodiversity in the province (CSIR 2004). Formal protection of biodiversity in the province is provided by a network of 12 national and provincial conservation areas which include the Kgalagadi Transfrontier Park and Richtersveld National Park (CSIR 2004).

It is expected that changes in climate could result in changes in the range and extent of various biomes within the province. An assessment of these potential spatial shifts at national level in South Africa have indicated that the Nama Karoo biome is the second most threatened biome after Grassland. Projections up to 2050 of shifts in biomes under a low climate risk scenario show that portions of the Nama Karoo biome will give way to expansion of the Grassland biome to the east and the Succulent Karoo biome to the west (Department of Forest Fisheries and Environment 2013a).

The high-risk scenario projects a significant expansion in the Desert biome at the expense of the Nama- and Succulent-Karoo biomes as well as the grassland biome in the province (Department of Forest Fisheries and Environment 2013a). 2019).

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Environment 2013a). The high-risk scenario projects a significant expansion in the Desert biome at the expense of the Nama- and Succulent-Karoo biomes as well as the grassland biome in the province (Department of Forest Fisheries and Environment 2013a).

Water

The Northern Cape Province is situated within the Vaal, Orange, Breede-Gouritz-Berg, and Mzimvubu-Tsitsikamma Hydrological Zones, four of six hydrological zones in South Africa (Figure 4). Water is however a significant challenge for the Northern Cape as a result of its largely arid climate. The Orange River and the Vaal River, along with their associated tributaries are the main sources of surface water in the Province (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a).

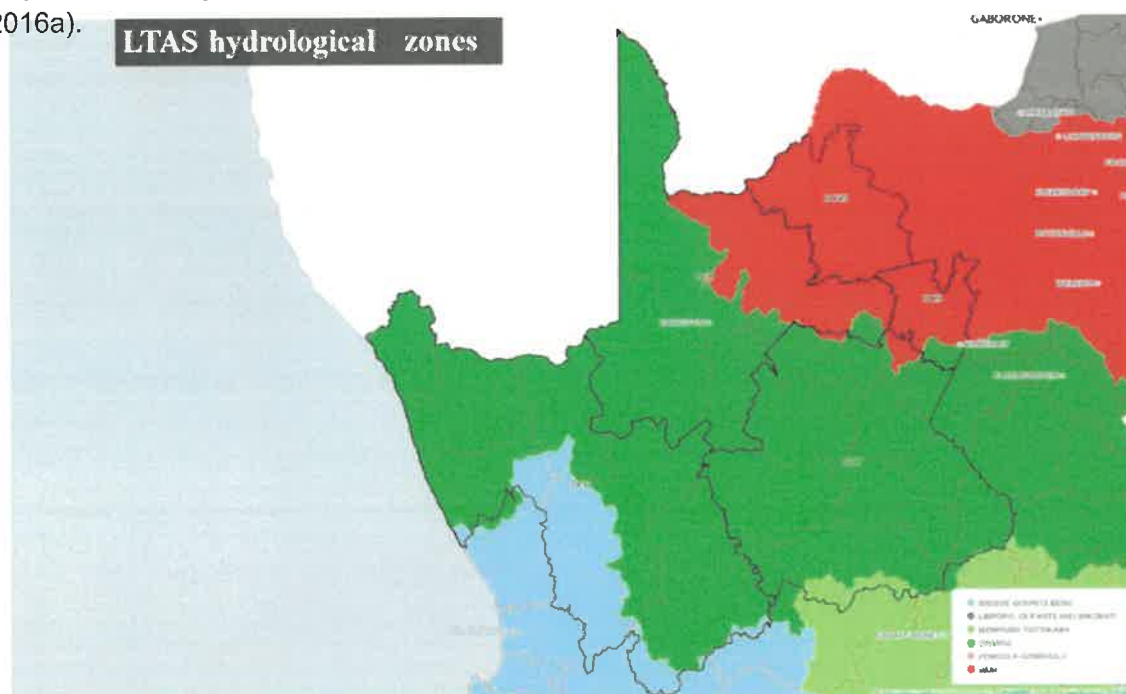


Figure: Hydrological Zones in the Northern Cape

Abstraction of water and the constriction of dams between catchments have placed pressure on the river ecosystems in the Northern Cape. In addition, pollution and the removal of riverine vegetation has caused damage to these ecosystems which are unable to provide the services that they have provided in the past (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a).

The climate change status quo report for the Northern Cape Province summarises that the main potential implications of climate change for water are (Envirotech Solutions 2015):

- Evaporation of water from dams, wetlands and soils due to increases in air temperatures has negative impacts on irrigation water quality.
- A large proportion of water in the Northern Cape comes from groundwater. Groundwater levels have been demonstrated to drop significantly during drought periods and this can be expected to be exacerbated by climate change (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2014). Artificial recharge is a groundwater management technique that

may play an increasing role in maintaining South Africa's water security. The advantages include lower evaporation losses, which will become especially critical as higher temperatures increase evaporation of stored surface water.

Marine and Coastal

The Northern Cape's coastline which includes the Namaqualand coastal region falls within the cool temperate region, that is extremely dry with erratic rainfall (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a).

The province's coastline is sparsely inhabited and is characterised by a hot dry climate, receiving only 100mm of rainfall annually. The Northern Cape has significant marine diamonds which complement on-shore deposits and has led to the development of a significant diamond mining industry along the coast.

The Northern Cape's coastline also has natural gas and oil reserves which are currently not being exploited (Northern Cape: Department of Agriculture Environmental Affairs and Rural Development and Land Reform 2016a).

The most significant economic activities in the area are mining and fishing. The fishing sector is sustained by the nutrient-rich and highly productive Benguela current which supports abundant marine life off the coast (Office of the Premier of the Northern Cape 2011).

Sea level rise is an existing phenomenon in South Africa and it has been estimated that on the west coast of the country sea level is rising by an average of 1.87 mm per year (Department of Forest Fisheries and Environment 2011).⁷

The main projected coastal impacts of climate change in the Northern Cape are accelerated sea level rise, increased storminess and increases in ocean temperatures. Sea level rise and coastal storms will have an impact on the fisheries industry and could threaten existing coastal settlements and other coastal infrastructure in the province. The climate change status quo report however notes that the Northern Cape's coastline has a low vulnerability to coastal storms and sea level rise since it has a steep profile, is already a high intensity coastline, and has limited coastal infrastructure (Envirotech Solutions 2015).

⁷ file:///C:/Users/tpalm/Documents/DEDAT%20STUFF/APP%202024_2025/Northern-Cape-Climate-Change-Response-Plan-Namakwa-2023.pdf

Climate Change Vulnerability

The CSIR Greenbook has developed and refined a vulnerability assessment framework by collating relevant data into composite vulnerability indicators. Four local municipality level vulnerability indices were computed and are shown spatially below.

Socio-economic vulnerability

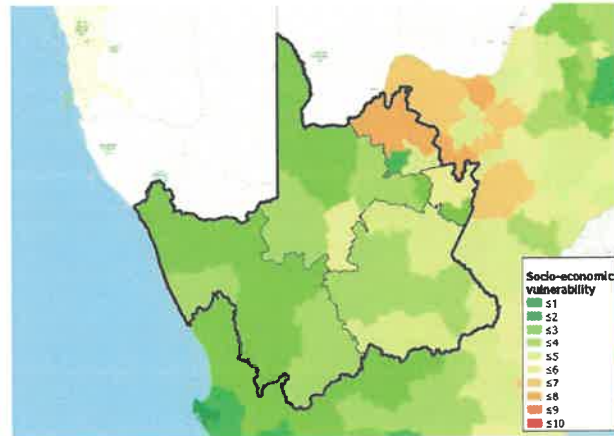


Figure: Socio-economic vulnerability per local municipality in Northern Cape (Le Roux, van Huyssteen, et al. 2019)⁸

Environmental Vulnerability

Environmental vulnerability describes the vulnerability and risk to the natural environment and the impacts on the ecological infrastructure of which surrounding settlements are dependent. The environmental risk of an area includes ecosystems, habitats, physical and biological processes (reproduction, diversity, energy flows, etc). The CSIR Green Book has developed an Environmental Vulnerability Index that is measured on a scale from 1 (low vulnerability) to 10 (high vulnerability). The map below shows the environmental vulnerability score of each municipality in the province visually.

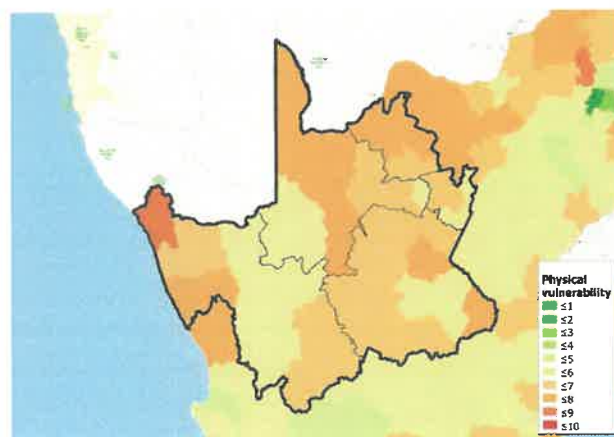


Figure: Environmental vulnerability per local municipality in Northern Cape (Le Roux, van Huyssteen, et al. 2019)

⁸ <https://letsrespondtoolkit.org/municipalities/northern-cape/>

Physical Vulnerability

Physical vulnerability describes the physical fabric and connectedness of settlements (buildings and infrastructure) and focuses mainly on the conditions that exist before a hazard occurs and the expected level of resulting loss. The CSIR Green Book has developed a physical vulnerability index that is measured on a scale from 1 (low vulnerability) to 10 (high vulnerability). The map below shows the physical vulnerability score of each municipality in the province visually

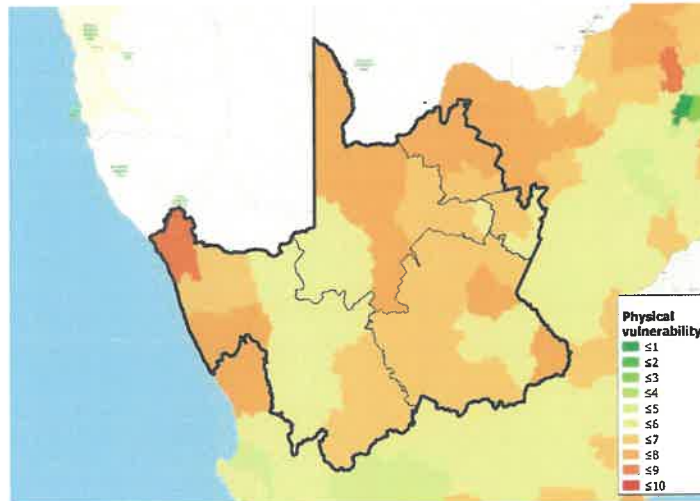


Figure: Physical vulnerability per local municipality in Northern Cape (Le Roux, van Huyssteen, et al. 2019)

Economic Vulnerability

Economic vulnerability describes the potential risks posed by hazards on economic assets and processes. Potential hazards can include job losses, increased poverty and interruptions in business activities. The CSIR Green Book⁹ has developed an economic vulnerability index that is measured on a scale from 1 (low vulnerability) to 10 (high vulnerability). The map below shows the economic vulnerability score of each municipality in the province visually.

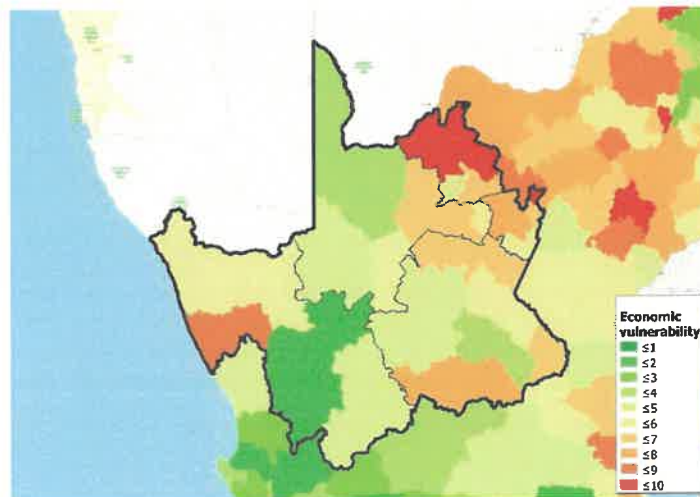


Figure: Economic vulnerability per local municipality in Northern Cape (Le Roux, van Huyssteen, et al. 2019)

⁹ CSIR. 2019. 'Green Book | Adapting South African Settlements to Climate Change'. Green Book | Adapting South African Settlements to Climate Change. 2019. www.greenbook.co.za.

The department seeks to implement this strategy through interventions that:

- Compact, densify and diversify urban growth in the Kimberley Urban Core well connected with a national network of resilient urban cores.
- Consolidate and expand provincial competitive advantages supporting the national competitive advantages.
- Utilise the benefits of urbanisation to enhance the potential of young people through: human capital development, and opening-up of urban economies to enable and support a multiplicity of livelihood options.
- Maintain and strengthen international trade, ports, transport, through-routes, and related infrastructure in order to support international and national competitiveness.
- Support diversification of economies, tourism, the knowledge economy, the entertainment industry, the green economy, and alternative energy-related enterprise development.
- Focus on green economy solutions as demonstrated in the pursuit of the development of green hydrogen in the province.



Internal Environment Analysis

The department also undertook a SWOT analysis in 2020 to examine how competition in the external environment, in which it is to fulfil its mandate, is likely to evolve and what implications that evolution has for the threats and opportunities the organization is facing.

In terms of the internal analysis the following findings were made:

Strengths	Weaknesses
Intellect Resources Information (NC Procurement Spend per sector, Primary & Secondary Sectors Contribution to Regional GDP) Experience/ Institutional memory Compliance/ Regulations Management Retention: <ul style="list-style-type: none"> Executive Management Senior Management Innovation Networking Systems Shared vision Institutional functions Policy Framework	Branding Duplication of functions Implementation of plans Red-tape Inconsistency Legislation constraints: <ul style="list-style-type: none"> Localisation in the PFMA and Treasury Regulations. Redefine localisation in favour of businesses within the borders of the Northern Cape. The Northern Cape Liquor Act and Northern Cape Gambling Act is currently not aligned with the National Norms and standards. Regulations for Northern Cape Gambling Board and Northern Cape Liquor Board, must be amended with regards to the fees payable by licensees in order to enable the Boards to collect more revenue for the fiscus. Both entities do not have the power to impose fines on non-compliant licensees. No coordination Accessibility Misalignment Governance Stakeholder engagement Acting Senior instability/ Organisational instability Connectivity (marketing) Integration Under-utilisation of technology Marginalising targeted groups EPMDS Monitoring & Evaluation (Capacity)

An analysis of the external environment yielded the following results.

Opportunities	Threats
Investment funding Partnerships Branding Revenue streams Natural resources (Mining & Solar) Skills development Technological advancement Land/Space (372 889 km ²) Renewable energy/Climate Informal business sector	Revenue decline: <ul style="list-style-type: none"> • DEDaT is not in a fiscal position to assist NCEDA • Deferred investment • Low business confidence • Travel restrictions Commodity price fluctuation Leakages: 60% Capital Flight Brain drain Corruption Specific Skills (ICT) set for 4IR

These findings were also contextualized:

Opportunities		Threats	
	Context		Context
Investment funding	The President has undertaken to increase the Foreign Direct Investment (FDI) into the country and thus the Department would need to leverage from the presidential investment drive.	Revenue decline	The economic and revenue outlook has deteriorated since the October 2018 Medium Term Budget Policy Statement (MTBPS), and funding pressures from state-owned companies have increased.
Partnerships	A need to expand and harness the partnerships that exist between the Department and private sector, National and Local government, as well as the provincial Trading partners.	Increasing unemployment	The provincial unemployment rate stands at 29.4%, as at the second quarter of 2019. Notable increase from its first quarter result of 26.0%. While also, the unemployment is seen as the main poverty driver (36.7%) followed by years of schooling (18.7%) in the NC, whereas the population has increased. Youth unemployment is the highest.

Land/space	<p>The province boasts a landmass (372 889 km²) equal to the country Germany (357 388 km²), and in context accounts for over a third of the South Africa's geographical mass. Thus, it is no anomaly that the province has mining as its biggest contributor to the Gross Value-Added (GVA) as computed by (Statistics South Africa (StatsSA), March 2019).</p> <p>NC = 3 X FS (129 825 km²) NC – 21 X Gauteng (18 176 km²)</p>	Corruption	The country and the province are seen as corrupt and this tends to lessen the possible growth of the province and curtail its potential.
Brain gain	<p>The province has recently experienced a positive net migration, which simply means more and more people (of both productive and reproductive age) are coming to the province and could assist in growing the province.</p>	Specific skills set for the Fourth Industrial Revolution(4IR)	Know the impact of the 4IR to the greater population of the province: look at the first 3 revolutions and determine who benefited there

The following recommendations were made:

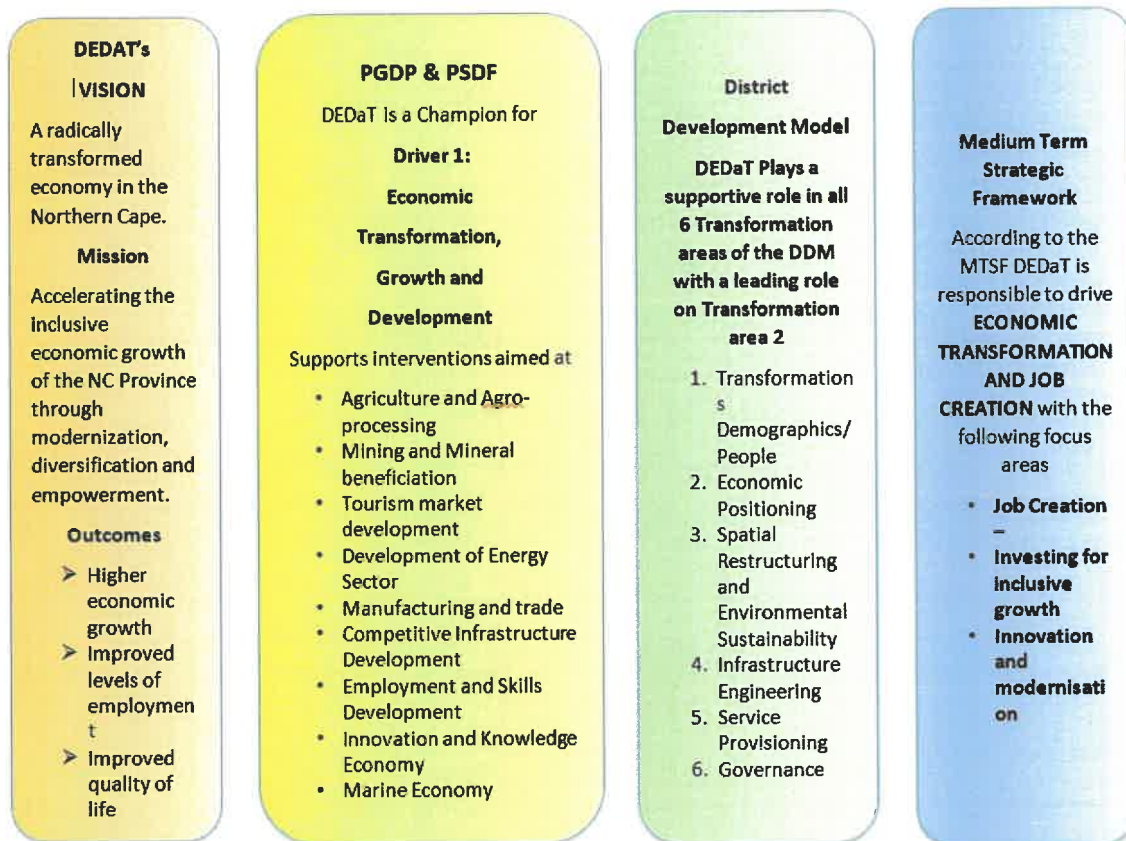
Strengths	Weaknesses
<p>Institutional Memory: Use effectively in strategic planning and decision-making e.g., inputs and engagements in planning forum and EMC meetings</p> <p>Compliance/regulations: Strengthen organisational capacity and improve performance e.g., review organisational structure and increase skills development</p> <p>Shared vision: Promote shared vision in the organisation to improve performance and achieve objectives e.g., skills development.</p> <p>Policy Framework: Review organisational structure in line with policy position of the department and province e.g., rationalisation</p>	<p>Duplication of functions – integration: Reduce duplication. Increase efficiencies (Rationalisation of functions). Improve planning and integration of functions</p> <p>Red-Tape: Service delivery and innovation severely hampered by red tape. Introduce red-tape reduction measures. Promote and cultivate innovation in the department.</p> <p>Inconsistencies: Standardize administrative processes to improve performance e.g., transparent and fair EPMDS assessments</p> <p>Accessibility: Improve visibility and presence of department in districts e.g., improve branding, increase partnerships and collaboration (Triple Helix Model)</p>

Opportunities	Threats
<p>Investment Funding: Leverage presidential investment drive i.e., FDI e.g., build partnerships and attract investments</p>	<p>Revenue Decline: Increase efficiencies. Integrate functions. Reduce duplication. Rationalize functions. Increase</p>

Opportunities	Threats
<p>by creating an enabling investment environment</p> <p>Partnerships: Expand and harness the partnerships that exist between the Department and private sector, other spheres of government and trading partners e.g., exploit shared objectives/ mandates</p> <p>Branding: Rebrand department and province in line with the premier's vision of modern, growing and successful province.</p> <p>Favourable Political Environment: Leverage favourable environment to improve investor confidence in the country/ province e.g., IPPs.</p>	<p>collaboration e.g., co-funding of projects and programmes</p> <p>Leakages: Support economic growth and job creation e.g. Increase localisation/ Local Content and Production. Self-designation of sectors and products</p> <p>Specific skills set for the Fourth Industrial Revolution(4IR): Evolution in the economy i.e., shift toward digital economy and 4IR requires improvement in development of scarce skills, compatibility of departmental programmes and organisational structure with prevailing opportunities e.g., develop and improve human resources to acquire requisite skills and competencies for absorption</p>

The Department of Economic Development and Tourism is organised into six Programmes i.e., Administration, Integrated Economic Development Services, Trade and Sector Development, Business Regulation and Governance, Economic Planning, and Tourism. Each Programme performs specific functions directed at collectively implementing the department's mandate to create an enabling environment to stimulate inclusive economic growth that address the unemployment, inequality, and poverty.

The departmental plans (SP and APP) are aligned to the PGDP, PSDF, MTSF, DDM and the Provincial priorities as demonstrated below:



Administration

The departmental structure was revised and implemented in the 2022/2023 financial year. The purpose of this directorate (Executive Support Services) is to provide an administrative and strategic leadership function to the Provincial Economic Cluster. The purpose of the sub-directorate Economic Cluster Secretariat is to manage the Cluster Secretariat for the purposes of the Economic Cluster as well as the coordination of High Impact Projects (HIPs). The additional sub-directorates which comprise Executive Support are Strategic Management, Monitoring & Evaluation, and Governance & Risk Management. The function of Strategic Management and Monitoring & Evaluation is to manage and conduct integrated monitoring and evaluation services. The sub-directorate Strategic Planning is to ensure strategic planning, monitoring and reporting for the department. The function of Governance & Risk Management is to manage and coordinate the provision of entity oversight and stakeholder relations services. The four Schedule 3C public entities on which this unit performs oversight are those that report to the Executive Authority for Finance, Economic Development and Tourism. These are the Northern Cape Liquor Board (NCLB), the Northern Cape Gambling Board (NCGB), the Northern Cape Trade and Investment Agency (NCEDA)

and the Northern Cape Tourism Authority (NCTA). The function of the sub-directorate Risk Management and Integrity Management is to manage and facilitate the provision of organisational risk management service. The sub-directorate Security and Records Management provides security services, facilities management and the provision of effective and efficient records management systems and auxiliary services.

The Financial Management Unit delivers supportive functions within the Department relating to financial accounting, management accounting and supply chain. The Department has undergone a re-structuring process and a number of incumbents, with their relevant functions have been moved to other directorates. These include: Strategy Management and Risk Management. In addition to the re-structuring, the strategy of National Treasury to abolish all vacant funded posts, with their budgets, of all government institutions has resulted in the sub-directorate losing a number of critical posts, including posts in Supply Chain Management and Management Accounting. The sub-directorate is therefore continuously under pressure to deliver on prescriptive mandates. The output indicators selected are designed to support the achievement of the developmental objectives as outlined in the MTSF, PGDP and Strategic Plan of the Department. Three vacant funded posts in SCM are earmarked to be filled during this financial year due to the critical nature of these functions.

The function of Corporate Services is to manage and co - ordinate the Corporate administrative support functions in the department. HRM&D provides strategic human resources and development, organisational development and change management functions within the department. The directorate, Corporate Affairs provides ICT, Communication and Social Responsibility functions to the department.

Integrated Economic Development Services

The purpose of this programme is to promote economic and small business development through shared partnerships.

The Department has developed a new organisational structure that has resulted in the programme consisting of two sub-programmes (directorates). This has been effected through the Enterprise Development and Economic Empowerment sub programmes being merged to form the Sub-programme: Economic Empowerment, Preferential Procurement and BBBEE. RaLED remains a sub-programme in Programme 2: IEDS.

In 2023/2024 the revised organogramme was aligned with the job functions to be performed within Programme 2. RaLed sees a change from its previous focus being shifted more to EPWP; Township Development; and Mining and Mineral Beneficiation. At the same time the

budget has been curtailed by R1,9 million in 2023/2024. The RaLED sub-programme will continue to support economic development planning and implementation in the municipalities.

The purpose of Mining and Mineral Beneficiation (as a sub-programme) is to facilitate the development and growth of the mining sector to promote job creation. The primary objective in terms of the Mineral and Petroleum Resources Development Act, 2002, (Act No. 28 of 2002)(MPRDA) is to ensure the attainment of governments objectives designed to address historical socio-economic inequalities to ensure broad-based economic empowerment and the meaningful participation of Historically Disadvantaged Persons in the mining and minerals industry. The sub-programme will also ensure that the province benefits maximally in the implementation of the elements of the Mining Charter.

The purpose of the sub-programme: Economic Empowerment, Preferential Procurement and BBBEE is to create an enabling ecosystem that enhances entrepreneurship and the establishment of growth and sustainability of small, medium and macro enterprises.

In 23/24, Programme 2 (IEDS), in real terms, had twenty (20) personnel – higher than the average; but this is aggravated by the fact that four (4) of the personnel, in Programme 2, have been seconded elsewhere. This places extreme pressure on the programme to deliver optimally on its mandate. This position remains unchanged for 24/25.

Trade and Sector Development

The programme is aimed towards stimulating economic growth in the province through the development and industrialisation of key sectors as well as the promotion of trade and sourcing of domestic and foreign direct investment.

The sub-programme (Trade and Investment Promotion) will drive economic transformation and increase participation in industrialisation by actively promoting high impact projects in the priority sectors, as identified in the PGDP, for domestic and foreign direct investment. Maintain export to traditional markets and promoting the diversification of exports from the province to traditional and new markets by growing the export base of the province and providing market access for companies, products and services are also important deliverables.

The focus will be on attracting domestic and foreign investment by promoting the region as an ideal investment location. Emphasis will be on improving the business environment for both local and foreign companies, as well as alignment with national initiatives to attract

investment for new businesses or businesses that want to expand their current activities. This additional investment will result in an increase in GDP and potential job creation.

The Department, in collaboration with NCEDA, will support and implement programmes that will make Northern Cape companies more globally competitive in terms of export activities. This will enable participation in the global economy that will create trade and employment opportunities. This will be achieved through the co-ordination and dissemination of trade intelligence, distribution of trade leads as well as promoting our products and offerings at domestic, international, and Africa wide events with industry stakeholders and other strategic partners from identified sectors.

The Sector Development sub-programme is responsible for the development of key sectors with specific focus on the manufacturing and energy sectors. The sub-programme is supported by sector analysis in these key sectors including agro-processing.

Consumer Protection and Business Regulation

The purpose of the programmes is to remove barriers which inhibit business development and to ensure regulation of Consumer Protection in the Northern Cape Province.

The Programme consist of two sub-programmes namely Consumer Protection Authority and Business Regulation. The Northern Cape Consumer Protection Authority is primarily responsible in terms of the Act to investigate, mediate and adjudicate over consumer related matters in the Province of the Northern Cape and refer unresolved matters to the Consumer Court for adjudication.

The new organogram of the Department has been approved and Business Regulation is now included in Programme 4. In order to make this sub-programme functional, we need resources to do so. We will therefore require a budget for appointment of vacant positions and to draft a new legislation to regulate the industry in the province. Due to the fact that there are no warm bodies to perform this function, targets cannot be inserted for this financial year. The DPME recommends that "...the department should ensure that indicators are reflected in the Annual Performance Plan with measurable targets. If the indicator will not be implemented in the MTEF period, the department is advised to remove it from the Annual Performance Plan."¹⁰ Hence the indicators for Business Regulation have not been included in the APP 24/25.

Economic Planning

This Programme seeks to support and facilitate the transformation of the economy by developing economic policies and strategies to support job creation informed by relevant economic research.

Economic Planning will comprise only two sub-programmes: Economic Research and Policy Development; and Knowledge Economy Support respectively. The Monitoring and Evaluation sub-programme has been relocated to Programme 1: Administration and will form part of a new directorate called Strategy Management, Monitoring and Evaluation. Furthermore, the Policy and Planning and Research and Development sub-programmes will be merged into a single sub-programme called Economic Research and Policy Development. All staff under the two sub-programmes will be reporting to the Director: Economic Research and Policy Development.

The Economic Research and Policy Development sub-programme places greater emphasis on the alignment of provincial strategies to the National Economic Policy priorities. With the

¹⁰ DPME Assessment Report on the Draft APP 2022/2023, paragraph 3.1.1

advent of COVID-19, the Northern Cape Economic Reconstruction and Recovery Plan (ERRP) was developed with the aim to re-invigorate the economy and create the much-needed jobs.

The purpose of the Knowledge Economy Support sub-programme is to develop the knowledge economy through innovation to promote economic development. Knowledge Economy Support thus focuses on the promotion of the Fourth Industrial Revolution (4IR) and Industry 4.0, as key tools in the promotion of a knowledge society and economy in order to promote initiatives that position the youth and entrepreneurs in the province to exploit the value chain afforded by the 4IR. In line with the Medium-Term Strategic Framework (MTSF) 2019-2024, KE&I is prioritising:

- digital infrastructure as pronounced in the National Broadband Policy “SA Connect”; and
- digital skills for activation of new jobs in the digital space, as outlined in the Department of Communications and Digital Technologies, “National Digital and Future Skills Strategy”.

The Northern Cape Innovation Forum will be instrumental in galvanising support for broadband solutions for the province, while mLab Northern Cape will ensure that the province has the technical skills to benefit from digitalisation.

The programme is aligned in terms of the major policy mandates nationally as well as provincially. Economic Research and Policy Development (ERPD) sub-programme contribute to the achievement of the NDP 2030 priorities by conducting economic research the informs the following chapters of the NDP:

- Chapter 3: Economy and Employment
- Chapter 4: Economic Infrastructure

The Knowledge Economy Support (KES) sub-programme on the other hand is working towards an ICT sector that will underpin the development of a dynamic and connected information society and knowledge economy that is more inclusive and prosperous by 2030.

in terms of the MTSF 2019-2024 the programme supports the achievement of two outcomes respectively:

- Higher economic growth
- Improved levels of employment

ERPD compiles economic overviews on a quarterly basis to inform planning, programmes and activities of the department. KES focuses on the improvement of provincial

competitiveness through ICT adoption. The sub-programme aims to engage the youth, student, NEET and learner communities in using ICT and 4IR tools to develop products and solutions for everyday challenges.

In terms of the Provincial Growth and Development Plan (PGDP) Vision 2040 which is the provincial version of the NDP, ERPD supports implementation and coordination of PGDP Driver 1. This is done through convening the Economic Transformation and Job Creation Forum and quarterly district economic symposiums.

KES also focuses on PGDP Driver 1 alignment and coordination on the Innovation and Knowledge Economy.

The Economic Reconstruction and Recovery Plan (ERRP) is a fourth policy framework that aimed to get the national economy on a recovery path post-Covid 19. This was regarded as critical as the national and provincial economies were already on a downward trajectory with anaemic growth experienced prior to the pandemic arriving on our shores.

A provincial ERRP was subsequently developed and ERPD was responsible for continuous monitoring and updating in order to measure the impact at a provincial level. KES on the other hand focused mainstreaming digitalisation and searching for opportunities for retraining workers as the 4IR expands and displaces workers.

The departmental Strategic Plan 2020-2025 in terms of its impact statement aims for Sustainable and Inclusive Economic Growth and Development.

In contributing to this the ERPD sub-programme conducts economic research and coordinates planning and implementation across the sectors departments, spheres of government and related stakeholders. This is critical as it involves other economic sectors and stakeholders in the provincial planning and execution process.

KES contributes to the NCPG Vision of Developing the Province into a Modern, Growing and Successful province through supporting key strategic integrated projects (SIPs) that are implemented in the province. The following are key:

- SIP 15: Expanding access to communications technology
- SIP 16: Square Kilometre Array (SKA)

Tourism

The purpose of the Tourism Programme is to lead tourism growth, development and destination promotion in the Northern Cape.

The Tourism Development unit in the department will continue to respond to the national and provincial tourism recovery strategies as we partner with other governmental entities and the private sector to deliver on a successful survival, recovery and once again thriving provincial tourism industry. Such partnerships will include the Northern Cape Tourism Authority, Northern Cape Economic Development Agency, relevant provincial departments, national department of Tourism and national department of Forestry, Fishing and the Environment.

It will continue to work in partnership with the Northern Cape Tourism Authority and provide operational support to the entity as we work towards the development of an attractive and competitive destination Northern Cape.

The purpose of the Tourism Growth Directorate is to manage unlocking the economic potential of the provincial tourism industry through creating an enabling policy and planning environment. This will be achieved through integrated planning as well inclusive participation withing a safe environment that allows the sector to flourish.

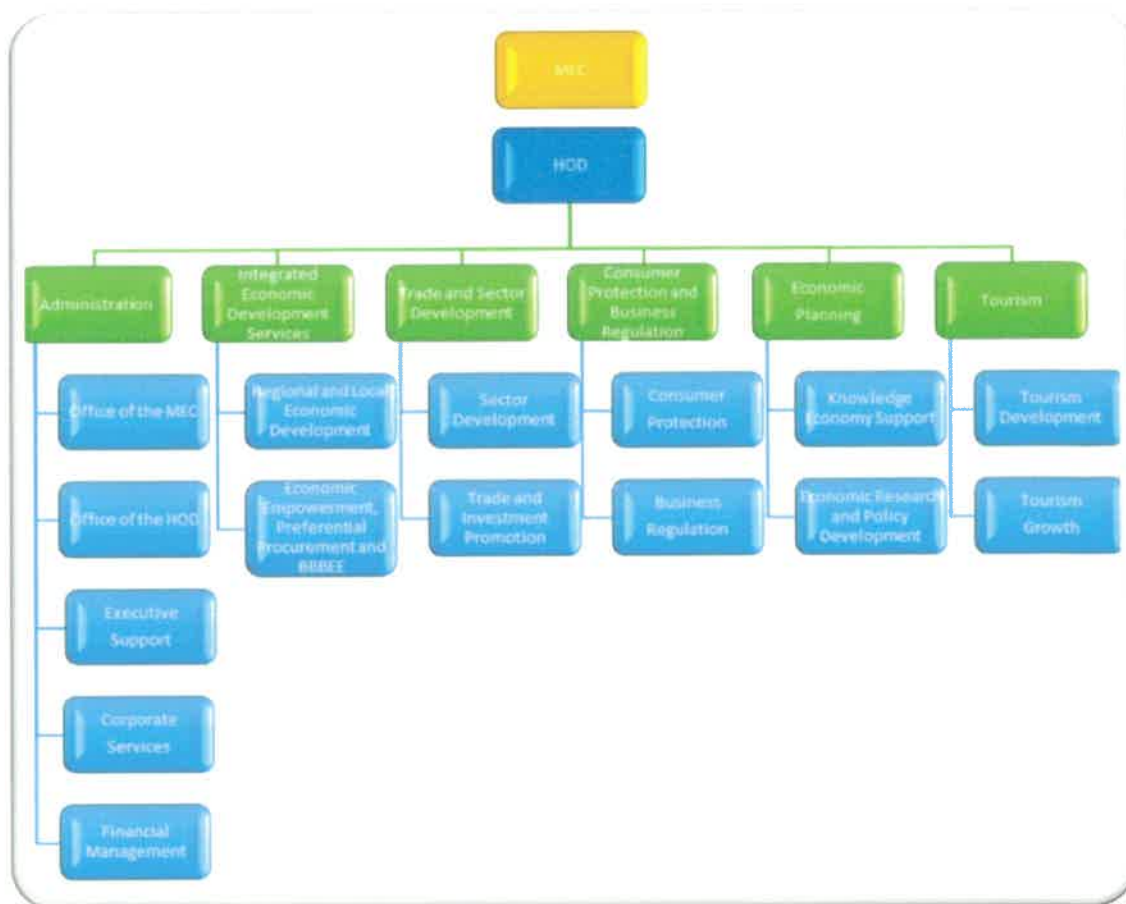
Due to the implementation of the new organisational structure in DEDaT, the configuration of the directorate has assumed additional priorities to ensure that it achieve its purpose.

The Tourism Directorate has identified the township economy as one of the building blocks to diversify the tourism product offering in the province. Township tourism has always been in the plans of the Directorate but this time around research has become a priority to ignite the potential of the sector and therefore unlock the projects to be undertaken.

The Directorate will facilitate and develop an empowered tourist guiding sub-sector through skills development initiatives to ensure quality service offering. These interventions include mentorship programmes, tourist guiding workshop, tourism business registration and illegal tourist guiding inspections. Create enabling environment for a sustained tourist visitation through tourism safety awareness interventions which includes Covid-19 awareness campaigns and development of a tourism crisis management framework.

The purpose of the sub-directorate, Tourism Growth, is to manage unlocking the economic potential of the provincial tourism industry through creating an enabling policy and planning environment.

Organisational Structure



The new structure was implemented as from 1 April 2022.

The rationale for the new structure:

- To comply with the DPSA directive on structuring that came into effect on 1 September 2015.
- To create a functional organogram for the department as per the DPSA requirements (previous structure did not comply).
- To align the structure to new strategic developments in order to be in a better position to carry out its strategic mandate.
- To accommodate the sub-programmes, directorates and sub-directorates created by means of ad-hoc arrangements and submissions.
- To accommodate the return of Consumer Authority as part of departmental establishment
- To eliminate the situation where posts of same level report to each other or reside in the same directorate.

A detailed narrative on the changes to the departmental organogram (Programme and Sub-Programme) is included in ANNEXURE A: Amendments to the Strategic Plan. The heading

for the narrative outlining these amendments is, “**Organogram Changes to APP 2022/2023.**”

Employment Vacancy Rate as of 31 March 2023

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	88.00	80.00	9.10	0.00
Small business Development (IEDS)	23.00	21.00	8.70	0.00
Trade and Sector Development	8.00	8.00	0.00	0.00
Business Regulation and Governance	12.00	12.00	0.00	0.00
Policy Research and Innovation (Economic Planning)	13.00	13.00	0.00	0.00
Tourism	18.00	18.00	0.00	0.00
Total	162.00	152.00	6.20	0.00

Total number of employees (including employees with disabilities) in each of the following occupational bands on 31 March 2022

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (L15-L16)	1	0	1	0	0	0	0	0	2
Senior Management (L13-L14)	6	4	1	3	5	1	0	0	20
Professionally qualified and experienced specialists and mid-management	11	6	0	1	4	2	0	0	24
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	13	5	0	1	18	8	0	4	49
Semi-skilled and discretionary decision making Not available, Permanent	8	3	0	0	21	12	0	2	46
Unskilled and defined decision making	5	3	0	0	2	1	0	0	11
Contract (Senior Management)	0	0	0	0	0	0	0	0	0
Contract (Professionally qualified)	0	0	0	0	0	0	0	0	0
Contract (Semi-skilled)	0	0	0	0	0	0	0	0	0
Contract (Unskilled)	0	0	0	0	0	0	0	0	0
Total	44	21	2	5	50	24	0	6	152

The vacancy rate is 6.45%. The department is busy with a recruitment drive and 15 posts are currently in the recruitment process.

Kindly note the departments intends on doing the following to reduce the vacancy rate:

- Utilize interns during the recruitment drive
- Implement and monitor project plan on filling of posts.
- Increase the advertisement platform to attract more applicants.
- Ensure that the department does not lose more employees by keeping employees motivated via the reward and recognition system.

African females are underrepresented in Top Management. The appointment of women into Senior / Top management positions is an EE priority and therefore when posts become vacant, Equity priorities will be applied.

African females will be targeted when positions become vacant and when recruitment is possible. However, should opportunities arise as a result of resignations or retirements within this category, the promotion of senior and middle managers (African females) may be considered especially if they meet the requirements for the post.

Financial considerations when planning include the projected budget for Vote 6 over the MTEF

Table 2.1 : Summary of payments and estimates by programme: Economic Development And Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Administration	56,424	61,211	70,359	78,898	78,785	78,785	85,804	91,170	96,734	8.9
2. Integrated Economic Development	62,115	66,355	49,896	64,269	65,580	65,580	62,507	64,866	67,301	(4.7)
3. Trade And Sector Development	47,110	64,545	80,162	75,414	120,551	120,551	105,483	84,481	88,074	(11.7)
4. Consumer Protection And Business	38,016	42,005	44,641	42,920	44,432	44,432	45,416	47,295	49,224	2.2
5. Economic Planning	17,019	17,276	18,216	19,665	18,741	18,741	19,889	20,430	21,034	6.0
6. Tourism	54,855	77,159	66,837	47,019	42,189	42,189	40,106	41,679	43,294	(4.9)
Total payments and estimates	275,539	328,551	330,131	328,185	370,278	370,278	360,185	349,921	365,661	(2.7)

Table 2.2 : Summary of provincial payments and estimates by economic classification: Economic Development And Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	142,480	171,770	178,021	199,113	192,375	193,041	209,556	220,264	230,295	8.6
Compensation of employees	99,481	101,100	103,251	110,754	113,112	113,112	126,843	133,180	135,854	12.1
Goods and services	43,009	70,670	74,770	88,359	79,263	79,929	82,713	87,084	94,441	3.5
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	129,783	154,448	148,273	124,786	173,231	173,245	140,388	118,942	124,170	(19.0)
Provinces and municipalities	2,525	2,460	2,158	3,210	5,710	5,710	-	-	-	(100.0)
Departmental agencies and account	115,918	140,007	138,193	100,508	140,429	151,180	130,851	108,991	113,771	(13.4)
Higher education institutions	500	1,500	500	1,000	1,000	750	1,250	1,285	1,342	66.7
Foreign governments and internati	-	-	-	-	-	-	-	-	-	-
Public corporations and private en	9,510	9,816	6,285	20,068	25,692	15,191	8,285	8,666	9,057	(45.5)
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	1,330	665	1,137	-	400	414	-	-	-	(100.0)
Payments for capital assets	3,266	2,333	3,837	4,286	4,672	3,992	10,243	10,715	11,196	156.6
Buildings and other fixed structure	1,305	485	-	520	680	-	-	-	-	-
Machinery and equipment	1,961	1,848	3,805	3,716	3,916	3,743	9,583	10,035	10,465	156.3
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible asse	-	-	32	50	76	249	650	680	711	161.0
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total economic classification	275,539	328,551	330,131	328,185	370,278	370,278	360,185	349,921	365,661	(2.7)

The department applied the following broad assumptions when compiling the budget:

- Zero-Base Budgeting (ZBB) was done within the department for the 2024/25 financial year in the implementation of the 3rd draft submission as prescribed by Treasury.
- Provision for inflation related items is based on CPIX projections according to the 2024 Medium Term Budget Policy.
- The funding of compensation is based on the assumption that cost-of-living adjustment will track CPI projections.
- The regulating of the Gambling and Liquor acts for related items were taken into account.
- The regulating of the Northern Cape Consumer Act for related items were taken into account.
- The department's expenditure has increased from R275.539 million in 2020/21 to a revised estimate of R370.278 million in 2023/24. This revised estimate will decrease to R365.661 million in 2026/27 financial year.

- Compensation of employees shows an expenditure increase from R99.481 million in 2020/21 to R113.112 million in 2023/24. The revised estimate is projected to increase over the MTEF to R135.854 million in 2026/27.
- The expenditure on goods and services has increased from R43.009 million in 2020/21 to R79.929 million in 2023/24 and the revised estimate is projected to increase over the MTEF to R94.441 million in 2026/27.
- The expenditure on Transfers and subsidies has decreased from R129.783 million in 2020/21 to R173.245 million in 2023/24 and the revised estimate is projected to decrease over the MTEF to R124.170 million in 2026/27.
- The expenditure on Payments for capital assets has increased from R3.266 million in 2020/21 to R3.992 million in 2023/24 and the revised estimate is projected to increase over the MTEF to R11.196 million in 2026/27.
- Provision was made in 2024/25 and over the MTEF for vacant funded posts to be filled.

PART C: MEASURING OUR PERFORMANCE

Institutional Programme Performance Information

Programme 1: ADMINISTRATION

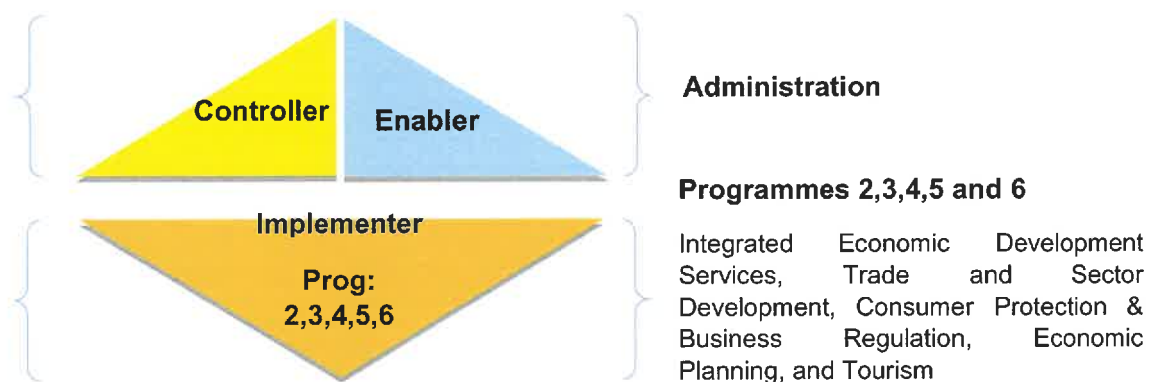
Purpose

Provide strategic, leadership, management and support services to the department.

Explanation of planned performance over the medium-term period

Administration's role is that of an enabler and a controller. It supports the functioning of the five implementation "arms" (Programmes 2,3,4,5 and 6) of the department whose collective responsibility is to impact on the 1st Priority of the MTSF i.e., Economic Transformation and Job Creation.

The following diagram provides a snapshot of the role played by Administration.



According to the new organogram, Administration is actioned by the sub-programmes i.e., Executive Support, Financial Management and Corporate Services.

Executive Support is underpinned by the following administrative operational units (sub-directorates) viz. Economic Cluster Secretariat & Intergovernmental Relations; Strategic Management and Monitoring & Evaluation, Governance and Risk Management.

Economic Cluster Secretariat & Intergovernmental Relations (IGR) mainly provides technical support to the Economic Sectors, Investment, Employment, and Infrastructure Development Cluster. It also provides technical support through the verification, quality control and analysis of information for submission to the Economic Cluster. The secretariat also reports on progress of resolutions for the Economic Cluster. It is also responsible for coordinating the Economic Technical Advisory Committee (ETAC) or (Think Tank) which is a research

and planning component, analysing and coordination of the High Impact Projects within the department.

Executive Support is also provided through the Strategic Planning unit to assist the department in the development of plans that are strategically focused to reduce the gap between planning and effective implementation in terms of internal and external environmental assessment. This includes managing the process to review, develop and align the departmental plans to the budget and relevant legislative prescripts; facilitating the monitoring of the non-financial performance of the department and the development of structures and systems that optimize the planning and the reporting processes for non-financial performance in the department.

The Monitoring and Evaluation unit ensures the support for the implementation of the MTSF and the Provincial Growth and Development Plan by monitoring the implementation of economic development interventions in order to improve the outcomes and impacts. The intention is to sharpen the focus on the Presidential Employment Stimulus and to monitor the departmental contribution to the broader economic cluster.

The function of Governance & Risk Management is to manage and coordinate the provision of entity oversight and stakeholder relations services. The four Schedule 3C public entities on which this unit performs oversight are those that report to the Executive Authority for Finance, Economic Development and Tourism. These are the Northern Cape Liquor Board (NCLB), the Northern Cape Gambling Board (NCGB), the Northern Cape Trade and Investment Agency (NCEDA) and the Northern Cape Tourism Authority (NCTA).

Chapter 6 of the Public Finance Management Act No. 1 of 1999 (PFMA), articulates the fiduciary duties of Accounting Authorities of Schedule 3C public entities with regards to the usage and preservation of resources and assets as well as the keeping of mandated records. The respective Acts which govern the four Schedule 3C public entities provide for the establishment of the entities, the constitution; duration; powers and functions of members Boards; governance procedures; accounting responsibilities as well as prescribe the manner in which the entities are to execute their functions.

The objective of the oversight function provided by the Governance sub-directorate is to support the entities to be compliant with the aforementioned legislation; promote good governance; sound public administration and management principles and practices in the execution of their relevant mandates thereby positioning the entities to contribute towards the outcome of higher economic growth as follows:

- NCTA – the attraction of tourists to the province resulting in revenue income for local enterprises and the creation of job opportunities
- NCLB – efficient revenue collection for the fiscus, reduction of illegal trading and the inclusion of targeted groups in the formal industry through the licensing system,
- NCGB - efficient revenue collection for the fiscus, reduction of illegal trading and the inclusion of targeted groups in the formal industry through the licensing process
- NCEDA – the attraction of direct investment to the province through mega projects, the diversification of the provincial economy and the creation of job opportunities.

The Governance unit is comprised of two officials who report to the Unit Manager. In discharging its duties, the Unit provides administrative support functions through co-ordinating, monitoring and evaluation of the entities' compliance requirements to applicable legislation. To prevent governance challenges at entities, the Unit developed standard operating procedures/system descriptions for implementation by management of the entities.

The Risk Management sub-directorate derives its mandate from the PFMA and the Treasury Regulations. The sub-directorate will facilitate and coordinate continuous ERM processes for the identification and assessment of key risks and develop risk mitigations to ensure achievement of departmental output indicators. The Risk Management unit is comprised two officials responsible for facilitating ERM processes in the Department through which amongst others includes the development and continuous monitoring of the approved annual ERM implantation plan. The challenge is cultivating and maintaining a Risk cultures in the Department. The remedial action of Implementation plan with responsibilities assigned to across programmes in the Department which will continuously be reported in the MANCO.

The Financial Management Chief Directorate delivers supportive functions within the Department relating to financial accounting, management accounting and supply chain. The Department has undergone a re-structuring process and a number of incumbents, with their relevant functions have been moved to other directorates. These include: Strategy Management and Risk Management. In addition to the re-structuring, the strategy of National Treasury to abolish all vacant funded posts, with their budgets, of all government institutions has resulted in the sub-directorate losing a number of critical posts, including posts in Supply Chain Management and Management Accounting. The sub-directorate is therefore continuously under pressure to deliver on prescriptive mandates. The output indicators selected are designed to support the achievement of the developmental objectives as outlined in the MTSF, PGDP and Strategic Plan of the Department. The vacant funded

posts in SCM are earmarked to be filled during this financial year due to the critical nature of these functions.

The function of Corporate Services is to manage and co - ordinate the Corporate administrative support functions in the department. HRM&D provides strategic human resources and development, EHW, Legal Services, Labour Relations, Organisational Design and change management functions within the department. Furthermore, the Corporate Affairs directorate provides ICT & Communication to the department.

The Chief Directorate aims to achieve all of its targets for the financial year. In order to achieve this, the human capital of the department plays a vital role. Therefore, Employee Equity targets will be considered during recruitment processes in order to achieve the target of 50% Women representation in SMS positions, as and when posts become available. In terms of the status quo of disabled people, the department already reached 3.1 %.

In terms of Performance Management, the Performance Agreements and Work Plans of all SMS Members (including the HOD) will continue to incorporate the eight Batho Pele Principles as well as the priorities necessary to facilitate the empowerment of beneficiaries, internally and externally i.e. women, youth and persons with disabilities.

In order to contribute to the development of the youth and to boost their employability the department has, in collaboration with, Education, Training and Development Institutions provided placement for the youth to gain work experience and aims to continue the said collaboration.

The department remains committed to the wellness of its employees and it aims, through its Employee Health and Wellness Programme, to create and maintain a healthy and conducive environment. The department envisages hosting specific interventions with the focus on Gender Based Violence, sexual harassment and other related issues that perpetuate exclusion and discrimination in the workplace, as emphasized by the President in the 2024 State of the Nation Address.

KEY RISKS: PROGRAMME 1: ADMINISTRATION

Outcome	Key Risk	Risk Mitigation
Sub-Programme - Executive Support		
Higher Economic Growth	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> • Provide technical support to the Economic Sectors, Investment, Employment and Infrastructure Development Cluster. • Economic Technical Advisory Committee (ETAC) to analyse and co-ordinate high impact projects. • Facilitate departmental strategic planning sessions. • Monitoring and evaluating the implementation of economic development interventions • Develop and implement a compliance framework for all Entities. • Facilitate continuous enterprise risk management processes.

Outcome	Key Risk	Risk Mitigation
Sub-Programme - Financial Management		
Higher Economic Growth	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> • Timeous payments to service providers. • Procurement as per designated groups [Women, Youth and Persons with Disability (WYPD)]. • Local economic beneficiation.

Outcome	Key Risk	Risk Mitigation
Sub-Programme - Corporate Services		
Higher Economic Growth	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> • Develop, implement and monitor project plan on the filling of vacant and funded posts. • Implementation of training and development policies to ensure capable workforce. • Maintain an uninterrupted departmental electronic communication network for business enablement.

Programme Resource Allocations: Administration

Table 3.1 : Summary of payments and estimates by sub-programme: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Office Of The Mec	—	378	741	1,060	660	765	485	506	758	(36.6)
2. Office Of The Hod	2,866	4,267	22,803	4,868	5,266	17,100	4,736	4,852	5,970	(72.3)
3. Corporate Services	22,711	21,863	18,567	22,912	22,742	22,953	27,222	28,354	30,123	18.6
4. Financial Management	26,097	29,189	26,248	30,488	30,875	30,559	33,075	36,744	38,729	8.2
5. Executive Support	4,728	5,474	—	19,570	19,240	7,408	20,286	20,714	21,154	173.8
Total payments and estimates	56,424	61,211	70,359	78,898	78,785	78,785	85,804	91,170	96,734	8.9

Table 3.2 : Summary of payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	56,490	60,031	67,673	77,227	76,512	76,498	83,767	89,040	94,508	9.5
Compensation of employees	42,672	43,466	47,805	54,862	56,202	56,202	59,877	63,730	64,894	6.5
Goods and services	12,818	16,565	19,868	22,365	20,310	20,296	23,890	25,310	29,614	17.7
Interest and rent on land	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies to:	275	602	22	—	376	390	—	—	—	(100.0)
Provinces and municipalities	—	—	—	—	—	—	—	—	—	—
Departmental agencies and accounts	—	—	—	—	—	—	—	—	—	—
Higher education institutions	—	—	—	—	—	—	—	—	—	—
Foreign governments and international organisations	—	—	—	—	—	—	—	—	—	—
Public corporations and private entities	—	—	—	—	—	—	—	—	—	—
Non-profit institutions	—	—	—	—	—	—	—	—	—	—
Households	275	602	22	—	376	390	—	—	—	(100.0)
Payments for capital assets	659	578	2,654	1,671	1,897	1,897	2,037	2,130	2,226	7.4
Buildings and other fixed structures	—	—	—	—	—	—	—	—	—	—
Machinery and equipment	659	578	2,632	1,631	1,857	1,897	2,037	2,130	2,226	7.4
Heritage Assets	—	—	—	—	—	—	—	—	—	—
Specialised military assets	—	—	—	—	—	—	—	—	—	—
Biological assets	—	—	—	—	—	—	—	—	—	—
Land and sub-soil assets	—	—	—	—	—	—	—	—	—	—
Software and other intangible assets	—	—	32	40	40	—	—	—	—	—
Payments for financial assets	—	—	—	—	—	—	—	—	—	—
Total economic classification	56,424	61,211	70,359	78,898	78,785	78,785	85,804	91,170	96,734	8.9

It is imperative to note the department, in a letter dated 23 June 2023, applied to National Treasury to allow the department of to “deviate from the budget and program structure. In a letter dated, 30 August 2022 (Ref: 28/3/1/7), National Treasury granted approval to the department “to deviate from the sector-agreed uniform budget programme structure to be aligned with its new organisational structure as requested.” The response went on to say, “it should be noted that programme and budget structures do not always ‘mirror’ departmental structures, but accountability can be achieved through the Internal Budget Management or matrix management.”

The Risk Management unit derives its mandate from the PFMA and Treasury Regulations. The unit facilitates and coordinates continuous Enterprise Risk Management (ERM) processes for the identification; assessment of strategic, operational and project risks and the development of risk mitigation plans to ensure the achievement of the two departmental outcomes, namely higher economic growth and improved levels of employment, as well as the achievement of departmental outputs. The Risk Management unit is comprised of two officials responsible for facilitating the ERM processes in the Department through which amongst others includes the development and continuous monitoring of the approved annual ERM implementation plan. The resources will be used to help the department to become a risk matured department to achieve the developmental imperatives that are

inherent to its mandate, as well as the developmental objectives in the NDP, SOPA and PGDS.

In addition to the functions performed by Risk Management, the governance function in the unit provides oversight for the entities reporting to the MEC. This function is performed by two officials. In discharging its duties, the unit provides administrative support functions through coordinating, monitoring and evaluation of the entities 'compliance requirements to applicable legislation.

The Financial Management Chief Directorate delivers supportive functions within the Department relating to financial accounting, management accounting and supply chain in order to achieve the strategic outcomes of the department as defined in the MTSF 2019-2024. The Chief Directorate currently has 27 permanent officials. Critical posts are in the process of being filled. Compensation of Employees will consume 54% of the total budget of Financial Management. The Goods and Services mainly consist of fixed cost for Programme 1: Administration. The resources will be used to achieve the set goals. Procurement from women, youth and people living with disability will be prioritised when the Supply Chain Management sub-directorate sources quotations from compliant suppliers in order to achieve the developmental objectives for youth, women and people with disabilities, in line with the guidelines as set out in the Gender Responsive Planning Budget, the Monitoring, Evaluations and Auditing Framework (GRBMEA), National Strategic Plan on Gender Based Violence and Femicide (GBVF) with specific reference to Pillar 5 (Economic Power) that calls for "initiatives that address women's unequal economic and social position, through access to government and private sector procurement", the White Paper on the Rights of Peoples with Disabilities, National Youth Policy, Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA), as well as the policy framework for Women Equality and Gender Equality.

The function of Corporate Services is to manage and co - ordinate the Corporate administrative support functions in the department. HRM&D provides strategic human resources and development, EHW, Legal Services, Labour Relations, Organisational Design and change management functions within the department. Furthermore, the Corporate Affairs directorate provides ICT & Communication to the department.

Corporate Services was allocated a final budget of R24 742 596 for the 2024/2025 financial year. Currently the Chief Directorate has 33 permanent officials that will consume 80% of the total budget allocated. Furthermore, the Sub-Programme envisages to utilise R 1.26 million on training and development of staff, this is linked to the performance of staff as it contributes towards improvement of current skills and attainment of new skills to enhance

performance and support to the department and its service delivery targets. The total budget for goods and services amounts to R 3 662 958 and ICT, Communication and EHW will utilise the bulk hereof to achieve their targets.

In line with the NIP 2050 call to digitally enable government buildings, the department has and will continue to endeavour to comply with this developmental objective. Since the inception of the MTSF 2019-2024, the department has upgraded the network infrastructure for the head offices at MetLife Towers building on the T-Floor (occupied by Programme 2: IEDS) from Cat5a which supports speed of up to 100 Mega-Bytes-Per-Seconds (mbps) to Cat6a which supports up to 10 Gigabytes-per-second (Gbps). By 2024/25, floors 11, 12 and 13 (occupied by Financial Management, Corporate Services, and the Office of the Accounting Officer) were also upgraded to the same specifications as T-Floor. Furthermore, all the switches were replaced with Power-over-Ethernet (PoE) switches. The two buildings, Metlife Towers and Khaya-la-Bantu (occupied by Programme 5: Economic Planning and Programme 6: Tourism) are currently at 20 mbps and 10 mbps as per SA Connect minimum requirement. and will subsequently reach 100 mbps by 2030. Resources, in 2024/2025 and the outer years of the MTEF, will be directed to incrementally improving the digital capacity of these buildings in order to achieve 100 mbps by 2030. In addition, the department has procured three video conferencing hardware and software systems to facilitate virtual and hybrid meetings both with internal and external stakeholders. Resources will also be used to purchase the necessary licences in order to use the relevant software. Hardware, like laptops, will also be procured with the necessary specifications that enables seamless integration with the current and envisioned digital upgrades.

Sub-Programme: Economic Cluster Secretariat and Inter-governmental Relations (IGR)

Purpose

Management of the departmental transversal administrative programmes and the provision of economic development leadership.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Higher Economic Growth	Economic Advice to the Economic Sectors Employment and Investment and Infrastructure Development Cluster for informed decision-making.	1.1.1 % of submissions coordinated by the Technical Economic Sectors Employment Investment and Infrastructure Development Cluster.	-	-	-	New	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
1.1.1	% of submissions coordinated by the Technical Economic Sectors Employment Investment and Infrastructure Development Cluster.	100%	-	-	-	100%

Sub-Programme: Strategic Planning, and Monitoring and Evaluation

Purpose

Strategy Planning facilitates strategic planning, monitoring of departmental performance and reporting.

Monitoring and Evaluation ensures the support for the implementation of the MTSF and the Provincial Growth and Development Plan by monitoring the implementation of economic development interventions in order to improve the outcomes and impacts.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Higher economic growth.	Unqualified non-financial audit opinion.	1.1.2 Percentage of departmental planning documents that subscribe to the Treasury Regulations as stipulated in the PFMA 1 of 1999.	-	New	100%	100%	100%	100%	
		1.1.3 Percentage of departmental reporting documents that subscribe to the Treasury Regulations as stipulated in the PFMA 1 of 1999.	-	New	100%	100%	100%	100%	
Higher economic growth.	SMME development Reports.	1.1.4 Number of SMME development reports	-	-	-	New	6	7	8

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
1.1.2	Percentage of departmental planning documents that subscribe to the Treasury Regulations as stipulated in the PFMA 1 of 1999.	100%	-	-	-	100%
1.1.3	Percentage of departmental reporting documents that subscribe to the Treasury Regulations as stipulated in the PFMA 1 of 1999.	100%	-	-	-	100%
1.1.4	Number of SMME development reports	6	1	2	1	2

Sub-Programme: Governance, Risk Management and Integrity Management

Purpose

The function of the Governance unit is to manage and coordinate the provision of entity oversight and stakeholder relations services.

The risk and integrity management unit provides support for the continuous implementation of enterprise risk and integrity management processes to adequately reduce uncertainty.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets							
			Audited/ Actual Performance		Estimated Performance	MTEF Period				
						2020/21	2021/22	2022/23	2023/24	2024/25
Higher economic growth.	Risk matured department.	1.1.5 Number of Risk and Integrity Management Committee reports compiled.	-	New	4	4	4	4	4	4

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
1.1.5	Number of Risk and Integrity Management Committee reports compiled.	4	1	1	1	1

Sub-Programme: Financial Management

Purpose

Facilitate the governance and accountability by promoting and enforcing the transparent, economic and effective management of revenue, expenditure, assets, liabilities and supply chain processes in the public sector.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/17
Higher Economic Growth	Unqualified financial audit opinion.	1.2.1 % of expenditure within the Vote 6.	98.52%	98%	95.68%	98%	98%	98%	98%
	Targeted procurement to women, youth and people living with disabilities.	1.2.2 % of procurement from women.	50.2%	60%	24.3%	35%	35%	35%	35%
		1.2.3 % of procurement from youth.	27.53%	24%	18.52%	35%	35%	35%	35%
		1.2.4 % procurement from people with disabilities.	0.6%	3%	4.42%	2%	2%	2%	2%
	Payment of complaint suppliers	1.2.5 % of invoices paid within 30 days.	99.6%	100%	100%	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
1.2.1	% of expenditure within the Vote 6.	98%	-	-	-	98%
1.2.2	% of procurement from women.	35%	-	-	-	35%
1.2.3	% of procurement from youth.	35%	-	-	-	35%
1.2.4	% procurement from people with disabilities.	2%	-	-	-	2%
1.2.5	% of invoices paid within 30 days.	100%	-	100%	-	100%

Sub-Programme: Corporate Services

Purpose

Provide strategic, leadership, management and support services to the department that include Human Resources Management i.e., administration, recruitment and development, Communications, ICT Management, Employee Health and Wellness, Labour and Legal Services.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance			Estimated Performance	MTEF Period	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 2026/27
Higher Economic Growth	Unqualified AGSA audit opinion on Human Resource Management.	1.3.1 Number of comprehensive HRD statistical reports.	-	-	New	4	4	4
		1.3.2 % compliance with legislated disclosure requirements.	-	-	New	100%	100%	100%
		1.3.3 % Departmental compliance with legislated EPMDS requirements.	-	-	New	80%	82%	84% 85%
	A motivated departmental workforce.	1.3.4 Number of departmental Health and Wellness initiatives held.	-	-	-	New	4	4

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Higher Economic Growth	An Informed departmental workforce.	1.3.5 Number of departmental Information dissemination initiatives implemented.	5	4	4	4	4	4	4
	Uninterrupted departmental electronic communication network.	1.3.6 Percentage of Local Area network Uptime maintained.	95%	95%	95%	95%	95%	95%	95%
		1.3.7 Percentage of Wide Area Network uptime maintained.	95%	95%	95%	95%	95%	95%	95%

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/ 2025	Q1	Q2	Q3	Q4
1.3.1	Number of comprehensive HRD statistical reports.	4	1	1	1	1
1.3.2	% compliance with legislated disclosure requirements.	100%	100%	-	-	-
1.3.3	% Departmental compliance with legislated EPMDS requirements.	82%	82%	-	-	-
1.3.4	Number of departmental Health and Wellness initiatives held.	4	1	1	1	1
1.3.5	Number of departmental Information dissemination initiatives implemented.	4	1	1	1	1
1.3.6	Percentage of Local Area network Uptime maintained.	95%	95%	95%	95%	95%
1.3.7	Percentage of Wide Area Network uptime maintained.	95%	95%	95%	95%	95%

Programme 2: INTEGRATED ECONOMIC DEVELOPMENT SERVICES

Purpose

The purpose of IEDS is to promote economic and small business development through shared partnerships

Explanation of planned performance over the medium-term period

The outputs being targeted are directly linked to the outcomes of higher economic growth and increased levels of employment that is being pursued as policy objectives of government.

Providing financial support to SMMEs ensures they have access to the necessary capital for business operations, expansion, and innovation. This can lead to increased production capacity, product/service improvements, and the ability to explore new markets, thereby contributing to higher economic growth. They are also more likely to expand their operations, leading to the creation of additional job opportunities. As employment rates rise, there is a positive impact on household incomes and consumer spending, fostering economic growth.

Non-financial support is directed at ensuring that SMMEs are aware of and compliant with relevant regulations and standards reduces the risk of not being able to access opportunities. This enables businesses to operate smoothly, fostering an environment conducive to economic growth.

Focusing on target groups ensures that economic growth is inclusive and benefits a broader segment of the population. By addressing the unique challenges these groups face, there is a potential to unlock untapped potential and contribute to a more equitable distribution of economic benefits.

Investing in catalytic projects often involves infrastructure development, which not only creates immediate jobs but also lays the foundation for long-term economic growth. Involving municipalities in LED planning encourages community engagement and collaboration. This inclusivity helps identify and address the specific needs and opportunities within the municipality, leading to more effective and targeted initiatives for employment creation.

Planning for the last financial year of the sixth administration commenced with the overarching objectives of achieving cost containment while striving to meet ambitious targets

set for the financial year 2023/24. Consequently, the budget for the subsequent financial year, 2024/25, has undergone a reduction.

Specifically, the budget for Programme 2 has experienced a 4.05% decrease for the financial year 2024/25. Notably, the sub-programme RaLED has seen a substantial decrease in its budget, resulting in a set-aside of R 966 000 for the goods and services budget of this sub-programme. This reduction in funds may pose challenges for the sub-programme in responding to requests from municipalities, potentially impacting the relationship with local governments and hindering the effective implementation of Local Economic Development (LED) strategies and forums. This is particularly critical as there is an increase in requests from municipalities seeking assistance and does not augur well for the IDP support municipalities and the expected support to capacitate the LED function within the Municipalities.

This is further exacerbated by no EPWP conditional grant being received from the national Department of Public Works for this financial year. This grant enabled the DEDaT to create in excess of the targeted 150 job opportunities in previous financial years. This will not occur in this coming financial year and is a massive blow in the quest to increase the levels of employment, albeit temporary.

The constrained budget has also led to a reduction in the number of targets pursued in mining and mineral beneficiation support, decreasing from nine to four. Additionally, the merger of Kdji and Kidja, sharing the same board and CEO, indicates a structural change without affecting the objectives.

Compounding the resource constraints, the four key personnel that had been seconded to NCEDA have not returned to Programme 2, resulting in critical gaps within the team. There does not seem to be a solution to this challenge any time soon.

In the upcoming year, 2024/25, the Enterprise Development Strategy is set to be implemented. Aligned with this strategy, the Department will introduce a Walk-in Centre service to support enterprises. Given the absence of regional offices, this intervention will be mobile, providing services across the province.

Recognizing a substantial difference in non-financial support provided to small and medium enterprises (SMEs), specifically in CIPC support services, the Programme has decided to double the target. This decision is reinforced by the establishment of a walk-in support

centre that includes outreach and capacity-building programs in communities across the province.

To distinguish between the financial support provided by the Blended Fund and the Township and Rural Economic Grant Fund (TREGF), an indicator (2.2.2) has been added to the Economic Empowerment, PPI and BBBEE sub-programme. This indicator measures the number of enterprises supported financially through the TREGF, administered by the IGR unit of the Economic Technical Cluster Secretariat, with funds released from Programme 2.

Collaboration and co-ordination with stakeholders in the enterprise development ecosystem will be crucial for navigating these changes and ensuring the programme can continue to fulfil its mission despite budget constraints.

REGIONAL AND LOCAL ECONOMIC DEVELOPMENT (RALED)

The Regional and Local Economic Development (RaLED) sub-programme will continue to support economic development planning and implementation in the municipalities.

The LED mandate of the Department of Economic Development and Tourism originates from the 5 Year Local Government Strategic Agenda (2007). The focus of the department is to rollout the abovementioned, through a threefold approach which include onsite hands-on support, planning and project advice and capacity building sessions in terms of LED and analysis.

The support to municipalities is initiated by assisting them with the LED strategies, LED components for their IDP's and plans focusing on Red Tape Reduction and project assistance.

Section 43 of the Local Government Systems Act instructs that key performance indicators (KPIs) for municipalities are reviewed annually, and Regulation 5(1) indicates that seven of these KPIs are compulsory, in terms of Section 47 of Local Government Municipal System Act (MSA) – KPA3 Local Economic Development.

Indicator 2.1.3 “LED Forums conducted at local municipalities in the Province” will change to “LED Forums conducted in the Province” due to the fact that we will be reviving the Provincial LED Forum in collaboration with SALGA. However, as per the section 47 report of the MFMA we are mandated to assist municipalities in conducting LED Forums.

MINING

The purpose of the sub-programme is to facilitate the development and growth of the mining sector and to promote job creation. Key to this is the partnership with the Department of Mineral Resources and Energy (DMRE) and other stakeholders both in public and private sectors, with the Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002) (MPRDA) providing the legislative mandate in the sector.

The primary objective of the MPRDA is to ensure the attainment of Government's objectives to redress the historical socio-economic inequalities, to ensure broad-based economic empowerment and the meaningful participation of historically disadvantaged persons in the mining and minerals industry. Section 100(2) (a) and (b) of the MPRDA mandates the Minister of Mineral Resources and Energy to develop the Mining Charter (Broad-based Socio-Economic Empowerment Charter for the Mining and Minerals Industry) to ensure transformation within the industry.

Amongst others, the Mining Charter directs that the transformation be effected in the elements relating to:

- Supplier development through Original Equipment Manufacturers (OEM),
- Localised mining procurement spend, and
- Mineral beneficiation.

The sub-programme will continue to ensure that the province benefits maximally in the implementation of the Mining Charter elements. This will be achieved by:

- Facilitating the development and implementation of strategic interventions to promote the development of the mining sector,
- Facilitate the development of the mining and minerals industries within the related economic sectors,
- Leveraging funding for development of mining industries.

ECONOMIC EMPOWERMENT, PREFERENTIAL PROCUREMENT AND BBBEE

The purpose of the sub-programme is to create an enabling ecosystem that enhances entrepreneurship and the establishment, growth and sustainability of small, medium and micro enterprises.

In order to achieve the objective mentioned above the sub-programme will continue to implement interventions that empower businesses owned by target groups and other enterprises and cooperatives in the province that require both financial and non-financial support their businesses and improve economic growth in the province. The intention is to support SMMEs across all sectors, more so taking a vigorous approach to fully support potential job creation initiatives. The interventions that will be implemented to support SMMEs include (but are not limited to) include technical skills and non-technical skills, the provision of equipment and starter pack tools to ensure that SMMEs start to operate as soon as they have completed the training. The intention is to roll out these interventions to small towns, across the district municipalities in the province. The interventions will include relevant skills programmes, access to markets, sharing the relevant opportunities and assistance with compliance in specialized areas. Skills development plays a major role in the development of SMMEs in the province;

The sub-programme is also responsible for the implementation and monitoring of Preferential Procurement and BBBEE in the province. The Preferential Procurement and BBBEE policy aim to ensure that SMMEs in the province benefit from procurement and skills development opportunities arising from government procurement and enterprise development. The SMME's improvement procurement plan developed in collaboration with provincial treasury to identify the gaps that hamper SMME's from benefitting from procurement opportunities in both the public and private sector, has highlighted challenges such as costing, compliance and access to finance. Therefore, in order to address the challenges identified the subprogramme will implement interventions to address the costing and compliance challenges. The BBBEE and Preferential Procurement portfolio will work together with the mines, other private sector companies and sector departments to support SMMEs through the implementation of enterprise and supplier development. The intention is to maximise positive output required to improve the uptake of opportunities from private sector and government by SMMEs, by implementing a targeted approach to ensure that the SMMEs are ready to take up the opportunities that are available.

The Department appointed a service provider to develop an enterprise development strategy which is aimed at providing relevant support to SMME's in the province to empower them to grow their businesses and the economy of the province. Businesses will therefore be empowered through skills development interventions and enterprise and supplier development interventions that will assist businesses to benefit from both the public and private sector opportunities. In the quest to elevate and grow the cooperatives in the province, the subprogramme will partner with the national Department of Small Business Development (DSBD) and SEDA in the province to improve support to co-operatives. Interventions such as cooperative governance, conflict management and application for the cooperative incentives will be prioritised for cooperative support.

TREGF

The government of South Africa has identified small, medium and micro enterprises (SMMEs) as potential catalysts of inclusive growth and local economic development. It has therefore established programmes to assist SMMEs as one of its creative solutions to the persistent problems of unemployment, chronic poverty and inequality. The purpose of this Township and Rural SME Grant Funding Model Framework (Grant Fund) is to outline an inclusive grant funding process model that can provide access to finance for resilient formal and informal SMMEs based on the findings of research studies conducted in the Frances Baard District Municipality, in particular, the Sol Plaatje Local Municipality by the Galeshewe SMME Village and Pixley Ka Seme District Municipality by the research unit, and the Namakwaland district.

The Northern Cape Government has designed frameworks aimed at addressing socio-economic inequality, poverty and unemployment. Such frameworks include support to Small, Micro and Medium enterprises (Informal Traders, Co-operatives, Pty Ltds, Closed Co-operations and Sole Traders/ SMMEs). These SMMEs are recognized as potential vehicles of economic growth and social prosperity through job creation and entrepreneurship.

- The Township and Rural SME Grant Fund seeks to provide qualifying existing formal and informal small businesses with grant funding, for equipment and stock, not exceeding R100 000.00 to develop, support and grow their businesses.
- The grant funding is focused on operational small businesses that have been existing for a period not less than a year.
- Monitoring and evaluation procedures will be put in place to assess the growth of enterprises after the allocation of grants in order to ascertain the cost-benefit of the funding and to determine whether taxpayers' money was being effectively utilized to benefit SMMEs.

KEY RISKS: PROGRAMME 2 INTEGRATED ECONOMIC DEVELOPMENT SERVICES

Outcome	Key Risk	Risk Mitigation
Sub-Programme - Economic Empowerment, Preferential Procurement and BBBEE		
Higher Economic Growth	Failure of businesses, a business crisis or a business collapse.	<ul style="list-style-type: none"> Enterprise Development eco-system to provide appropriate support (financial and non-financial support). Finalise the Draft Provincial Enterprise Development Strategy. Implementation of enterprise and supplier development to improve the uptake of opportunities from private sector and government.
Sub-Programme - Regional and Local Economic Development		
Improved levels of employment.	Lack of a skilled and educated workforce.	<ul style="list-style-type: none"> Invest in education and training programs that align with industry needs. Promote partnerships between educational institutions and businesses, and implement policies to attract and retain skilled workers. Collaborate with stakeholders to improve capacity of municipal LED officials.

Programme Resource Allocations: Integrated Economic Development Services

Table 4.1 : Summary of payments and estimates by sub-programme: Programme 2: Integrated Economic Development Services

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Regional And Local Economic Dev	10,404	12,835	14,187	18,818	32,522	32,496	17,729	19,516	20,307	(45.4)
2. Economic Empowerment Preferent	45,841	47,209	29,226	28,272	27,743	27,852	27,023	26,829	27,670	(3.0)
3. Blended Fund	-	-	-	12,043	-	-	12,597	13,158	13,748	
4. Office Of The Chief Director	5,870	6,311	6,483	5,136	5,315	5,222	5,158	5,363	5,576	(1.2)
Total payments and estimates	62,115	66,355	49,896	64,269	65,580	65,580	62,507	64,866	67,301	(4.7)

Table 4.2 : Summary of payments and estimates by economic classification: Programme 2: Integrated Economic Development Services

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	22,750	24,057	25,715	27,843	25,775	25,775	32,888	35,101	36,321	27.6
Compensation of employees	16,982	17,520	16,891	17,808	17,700	17,700	21,398	23,047	23,697	20.9
Goods and services	5,768	6,537	8,824	10,235	8,075	8,075	11,500	12,054	12,624	42.4
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Transfers and subsidies to:	39,015	42,087	23,907	35,870	39,249	39,249	23,010	22,882	23,767	(41.4)
Provinces and municipalities	2,025	1,960	1,500	1,960	4,460	4,460	-	-	-	(100.0)
Departmental agencies and account	35,166	37,119	17,652	15,667	10,922	20,023	16,525	16,079	16,578	(17.5)
Higher education institutions	-	-	-	-	-	-	-	-	-	
Foreign governments and internati	-	-	-	-	-	-	-	-	-	
Public corporations and private en	1,824	3,000	4,320	18,243	23,867	14,766	6,485	6,783	7,089	(56.1)
Non-profit institutions	-	-	-	-	-	-	-	-	-	
Households	-	8	35	-	-	-	-	-	-	
Payments for capital assets	350	211	274	556	556	556	6,599	6,903	7,213	1086.9
Buildings and other fixed structure	23	2	-	-	-	-	-	-	-	
Machinery and equipment	327	209	274	546	546	546	6,599	6,903	7,213	1108.6
Heritage Assets	-	-	-	-	-	-	-	-	-	
Specialised military assets	-	-	-	-	-	-	-	-	-	
Biological assets	-	-	-	-	-	-	-	-	-	
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	
Software and other intangible asse	-	-	-	10	10	10	-	-	-	(100.0)
Payments for financial assets	-	-	-	-	-	-	-	-	-	
Total economic classification	62,115	66,355	49,896	64,269	65,580	65,580	62,507	64,866	67,301	(4.7)

Programme 2, in real terms, has twenty (20) personnel. This includes four (4) officials that have joined in the current financial year. This is higher than the average; but is aggravated by the fact that four (4) of the personnel, in Programme 2, have been seconded elsewhere. This places extreme pressure on the programme to deliver on its mandate. This status quo thus remains for 2024/2025.

The resources available to the programme are not sufficient to address the expectations given the sheer size of the province. One idea gaining traction is the establishment of regional offices to better coordinate and streamline efforts across the province. The current cost containment measures being instituted by the government conveys a clear message – additional resources would be hard to come by and the challenge will persist – hence the virtual incubation being pursued.

Sub-Programme: Regional and Local Economic Development

Purpose

To ensure the promotion of economic growth and development in local economies in partnership with key stakeholders

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 2026/27
Improved levels of employment.	Catalytic projects supported that contribute towards employment creation.	2.1.1 Number of LED Projects developed in the Province.	New	0	2	2	2	2
	Municipalities supported to develop plans to improve Local Economic Development that will contribute towards employment creation.	2.1.2 Number of economic development plans developed in the Province.	-	-	-	2	2	2
		2.1.3 Number of LED forums conducted in the Province.	-	-	-	4	4	4
	Expanded Public Works Opportunities.	2.1.4 Number of EPWP employment opportunities reported in the Province	166	192	163	150	150	150
	Skills deficit in diamond and jewellery beneficiation industry addressed.	2.1.5 Number of diamond beneficiation trainees registered.	-	-	-	20	20	20
	Transformed diamond and jewellery beneficiation industry.	2.1.6 Number of Jewellery Manufacturing SMMIEs established at KDJI.	New	12	15	12	12	12

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance		MTEF Period	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improved levels of employment.	Strategic mining interventions developed and implemented.	2.1.7 Number of mining interventions facilitated.	-	-	-	9	4	4	4

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
2.1.1	Number of LED Projects developed in the Province	2	-	-	-	2
2.1.2	Number of economic development plans developed in the Province.	2	-	-	-	2
2.1.3	Number of LED forums conducted in the Province.	4	1	1	1	1
2.1.4	Number of EPWP employment opportunities reported in the Province	150	-	-	-	150
2.1.5	Number of diamond beneficiation trainees registered.	20	-	-	-	20
2.1.6	Number of Jewellery Manufacturing SMMEs established at KDJL.	12	-	-	-	12
2.1.7	Number of mining interventions facilitated.	4	1	1	1	1

Sub-Programme: Economic Empowerment, Preferential Procurement and BBBEE

Purpose

The purpose of the sub-programme is to create an enabling ecosystem that enhances entrepreneurship and the establishment, growth and sustainability of small, medium and micro enterprises.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 2026/27
Higher Economic Growth	Financial support to enterprises.	2.2.1 Number of enterprises supported financially through the NEF Blended Fund	-	-	-	New	4	7 8
		2.2.2 Number of enterprises supported financially through the Township and Rural Economy Grant Fund (TREGF)	-	-	-	New	75	80 85
	Non-financial support to enterprises.	2.2.3 Number of Enterprises assisted with non-financial support services.	165	288	476	200	400	420 440
	Increased economic growth for target groups through empowerment, support and	2.2.4 Number of targeted groups upskilled to participate in the mainstream economy.	New	3	3	3	3	3 3

Outcome	Outputs	Output indicators	Annual Targets							
			Audited/ Actual Performance			Estimated Performance		MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	entrepreneurship	2.2.5 Number of interventions conducted to capacitate HDI's to access economic opportunities.	New	142	4	6	8	8	8	

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
2.2.1	Number of enterprises supported financially through the NEF Blended Fund	4	-	-	-	4
2.2.2	Number of enterprises supported financially through the Township and Rural Economy Grant Fund (TREGF)	75	-	-	-	75
2.2.3	Number of Enterprises assisted with non-financial support services.	400	100	100	100	100
2.2.4	Number of targeted groups upskilled to participate in the mainstream economy.	3	3	3	3	3
2.2.5	Number of interventions conducted to capacitate HDI's to access economic opportunities.	8	2	2	2	2

Programme 3: TRADE AND SECTOR DEVELOPMENT

Purpose

The programme is aimed towards stimulating economic growth in the province through the development and industrialisation of key sectors as well as the promotion of trade and sourcing of domestic and foreign direct investment.

Explanation of planned performance over the medium-term period

International investors announced more than 16,000 foreign direct investment (FDI) projects in 2022, according to fDi Markets, the greenfield investment monitor of the Financial Times. These projects represent an estimated value of \$1.155tn, with more than 2.2 million jobs being created. The pace of FDI in 2022 shows signs of ongoing recovery following the shock effect of the Covid-19 pandemic, with the number of projects increasing 16% and the pledged capital investment rising by 64% from 2021.

Foreign direct investment (FDI) into the Middle East and Africa (MEA) increased in 2022, with the number of announced FDI projects increasing by 54% to 2131 since 2021. Capital investment into the region also rose by 234% over the period, reaching \$261.2bn.

Regionally, the number of FDI projects destined for the Middle East increased from 870 in 2021 to 1397 in 2022. This represents a growth of 61% on 2021 and a market share of 8.7% of FDI projects globally. The number of announced FDI projects into Africa rose from 517 projects in 2021 to 734 in 2022. While project numbers have decreased by 30% since 2019, capital investment into Africa was more than 2.5-times higher in 2022 than it was in 2019.

The number of FDI projects into South Africa rose by 36.5% in 2022, representing an estimated capital investment of \$26.76bn. This represents a 10.24% market share in the MEA region and ranks it as the third destination country for capital-intensive FDI in the region.

According to fDi Markets, for a fourth year running, the renewable energy sector has attracted the highest total capital investment globally, with a value of \$343.6bn across 527 projects — cementing its position above coal, oil and gas which was last top in 2018. Capital investment in renewables saw a 158% increase over the past year. At 30%, it was the only sector to take more than a 10% market share. It is also leading in absolute terms, as the sector attracted \$210bn more than the previous year. Several mega investments (projects worth more than \$1bn) contributed to the sector's strong performance.

This trend was also evident in the Northern Cape with more than 65% of new FDI in 2022 in the renewable energy sector.

Indications are that this trend in increased FDI will continue due to:

- Major investments in the Green Hydrogen sector in the province
- Development of the Boegoebaai Port and Rail Development
- The designation of the Namakwa SEZ will also lend further impetus for FDI and domestic investments
- The implementation of the African Continental Free Trade Agreement's (AfCFTA) Sustainable Investment Protocol will fuel intra-continental investments.

To this effect the following are important to address in order to improve investment climate in the province:

- a. Providing a conducive environment to reduce the cost of doing business for investors.
- b. The province must step up aggressive investment promotion programmes domestically and internationally with the focus on green energy, infrastructure development, agro-processing and mining beneficiation;
- c. Provide funding and incentives to stimulate investment by linking investors with projects and incentive programmes.

As the economic impact of the pandemic fades, the outbreak of war in February 2022 between Russia and Ukraine is expected to reduce global economic growth and contribute to higher inflation. The war will likely impair production of a wide range of energy, food and other commodities and further disrupt global trade (SARB, 2022).

As per the economic overview, the province has a less diversified economy and are heavily reliant on primary industries. As per the location quotient, a gradual transition towards industrialisation is required in all the districts to enable the diversification of the province with emphasis on mining beneficiation and agro-processing and manufacturing supported by investment in infrastructure as encapsulated along the NC Industrial Corridor.

The sub-programme (Trade and Investment Promotion) will drive economic transformation and increase participation in industrialisation by actively promoting high impact projects in the priority sectors, as identified in the PGDP, for domestic and foreign direct investment.

Maintaining exports to traditional and promoting the diversification of exports from the province to traditional and new markets by growing the export base of the province and providing market access for companies, products and services are also important deliverables.

The mandate of the sub-programme will be achieved by providing resources to the economic development, trade & investment promotion agency, NECDA, according to the NCEDA Act of 2008, Act No. 4 of 2008. This is to avoid the duplication of functions between DEDaT and NCEDA and to re-direct resources to NCEDA to fulfil its mandate. NCEDA is a scheduled 3C entity whose mandate as stipulated in the Act is to:

- Planning and assistance with business enterprise and rural development;
- The provision of funding in respect of approved enterprise development;
- Project management, development and management of immovable property;
- To attract and facilitate foreign and domestic direct investment into the Northern Cape;
- Growing exports of products and services of the Northern Cape through the development of exporter capacity, demand, and market access; and
- Marketing the Northern Cape as a competitive business destination within the national and international markets.

Investment Promotion

The focus will be on attracting domestic and foreign investment by promoting the region as an ideal investment location and improve the investment climate in the province. Emphasis will be on improving the business environment for both local and foreign companies, as well as alignment with national initiatives to attract investment from domestic and foreign companies including companies that want to expand their current investments. This will result in an increase in GDP and job creation.

The improvement of the investment climate of the province and reduce the cost of doing business for domestic and foreign investors will be done through the One-Stop Shop Investor Centre. NCEDA is the official managing partner of the Invest SA One Stop Shop in the province.

Therefore, during this financial year the focus of DEDaT will be on:

- the development of investment project fact sheets on high impact projects and marketing these projects to investors via print and e-media platforms,
- oversight of NCEDA investment promotion with specific focus on the number of investment projects supported, and
- Participate in domestic and foreign investment conferences and exhibitions, such as the Annual Investment Meeting in Dubai and COP 29 to promote the high impact projects of the province.
- Tourism Investment Conference in collaboration with NCTA

Trade Promotion

Total trade is crucial for the provincial economy amounting to R31.1 billion in 2022 which represents 23,16% of the province's GDP of which merchandise exports constitute at 19% amounting to R25.9 billion (IHS Markit 2022). Merchandise imports amounts to R5.27 billion which constitute about 0.3% of the national imports. Total trade within Northern Cape is about 0.82% of total national trade. Northern Cape Province had a positive trade balance in 2022 to the value of R 26.8 billion (IHS Markit, 2022).

The European Union (EU) and the Asia-Pacific Economic Cooperation block of countries are the major exports market for the province with exports to Africa on the increase. Main exports remain mining commodities and agriculture produce.

The Department will support and implement programmes that will make Northern Cape companies more globally competitive in terms of export activities. This will enable participation in the global economy that will create trade and employment opportunities. This will be achieved through the co-ordination and dissemination of trade intelligence, distribution of trade leads as well as promoting our products and offerings at domestic, international, and Africa wide events with industry stakeholders and other strategic partners from identified sectors.

Our focus for the financial year in terms of trade promotion are:

- Exporter Development: The aim is to develop and train emerging exporters in collaboration with stakeholders active in the export market, in order to grow the export base of the province.
- Exploiting Regional Integration Market opportunities and expand existing markets: exporters must take advantage of the African Continental Free Trade Area (AfCFTA)

which came in effect in January 2021. AfCFTA is expected to provide South African exporters 90% duty free exports to a continental market of over 1.2 billion people. Create more awareness of the benefits of existing trade agreement such as AGOA, EU and BRICS to maintain and expand existing export markets.

- Providing exposure for exporters to export markets: This will be achieved through marketing of trade opportunities in print or electronic media. It will include publishing trade leads on departmental website.
- Provide necessary support to companies through outward selling missions and attending international trade shows such as the FHA Food and Beverage Show in Singapore, the Annual Investment Meeting in Dubai, Fancy Food Show in New York and the Keetmanshoop Agricultural Industrial and Tourism Expo in Namibia and Global Expo Botswana.

Mining and Mineral Beneficiation

Among the real economic sectors, mining plays a dominant role in the Northern Cape, accounting for approximately 25% of the provincial GDP. Even though the province is currently primarily focused on iron ore, manganese, diamonds and other traditional minerals such as copper, the province has the potential for a mining boom in new-tech minerals - zinc, nickel, lead and cobalt. These are key elements in the manufacture of final products such as smartphones, electric vehicles and renewable power systems and components. These minerals provide opportunities for the escalation of mineral beneficiation and processing activity, development of new value chains (global, regional and local) which could lead to structural transformation in the province in the form of industrialisation, localisation and increased manufacturing value add.

During the financial year the key focus for mining and mineral beneficiation from a trade, investment and sector development perspective is to;

1. Develop a Provincial Mining and Mineral Beneficiation Strategy – the key objective of the strategy will be to outline the vision of the province for the sustainable growth of the mining sector, to solicit support from all stakeholder groups regarding the growth trajectory of the sector in the province and to align its provincial sector development initiatives with the national frameworks of economic development and industrialisation;
2. Develop pre-feasibility studies for mineral beneficiation of critical minerals in the province (i.e. Granite) – there are opportunities which currently exist in the province

for mineral beneficiation to be conducted and this initiative will provide lessons for local processing and development of other critical minerals mined in the province.

It is envisaged that with the outcomes of these two focus areas above, further initiatives and interventions will be recommended and planned for the medium to long-term of the sub-programme.

Sector Development

Manufacturing

The sub-programme appointed in December 2023 the Centre for Competition, Regulation and Economic Development [CCRED] to develop a comprehensive masterplan for the Metals, Machinery and Equipment [MME] sector industrial cluster. The Masterplan is expected to guide the planning and development of a MME sector industrial cluster as well as the promotion of the Northern Cape MME sector in general.

Following the presentation of the inception workshop in February 2024, the process of developing the masterplan is expected to continue during the intervening quarters of the 2024/25 financial year with the rollout of the following four cascading phases: situation analysis, stakeholder engagement/capabilities assessment, strategy formulation and, masterplan formulation. Respectively, this phased approach is expected to deliver during the 2024/25 financial year the following outputs: baseline situation analysis report, capability assessment report, strategic framework report and finally, utilising the findings and outcomes flowing out of the first three phases, the MME sector industrial cluster masterplan will be delivered in the fourth quarter of 2024/25 to pave way for implementation in the succeeding financial year.

Alongside the initial phases of the masterplan development process the sub-programme will continue during the first quarter of 2024/25 with awareness engagements (to conscientize industry and lobby for their partaking in the stakeholder outreach component of the masterplan development process) initiated in the previous financial year targeting some of the key lead firms in the Northern Cape MME sector that are expected to participate in the master planning process as key informants.

In January 2024 the procurement of the TRADE-Decision Support Model (DSM) from Trade Advisory Services Pty Ltd was finalised. The TRADE-DSM is an analytical tool, incorporating a thorough screening process that facilitates systematic export market selection through the

identification of realistic export opportunities for firms wanting to expand their sales reach into foreign markets.

To advance cooperation between the Department and the raisins industry on the issue of global market access for the dried grape, a memorandum of understanding (MoU) was signed in April 2023 between the Department and Raisins SA Pty Ltd. In part fulfilment of the MoU with Raisins SA— specifically sections 6.1.3 and 6.1.5 that deals respectively with the (i) provision of advisory services with regard to business opportunities and market access and (ii) facilitation of market access initiatives – the Trade-DSM will be utilised in the first quarter of the new financial year (2024/25) to provide targeted guidance to the raisins industry on some of the unexplored export market opportunities for the dried grape product. This target guidance will be packaged into a report that will be presented at the strategic planning session of the raisins industry that is expected to take place in May 2025.

Energy Sector

In the past financial year 2023/2024, Sector Development has facilitated two trainings, the first one involved 10 SMMEs trained in the first quarter and the second one involved another 10 SMMEs in the third quarter and all 20 of them successfully obtained their PV Green Card.

The Department in consultation with the Northern Cape Provincial Treasury is in the process of developing a Transversal Term Contract comprising of a panel of service providers for the supply, installation, and commission of solar photovoltaic and battery storage systems at the Northern Cape Provincial Government facilities. The Department in partnership with the Northern Cape Treasury has already made a presentation to the Head of Departments Forum to lobby for the Provincial Departments support.

The following recommendation were presented to the forum. First, the forum was implored to note the progress made on the implementation of the rooftop solar programme. Second, they were informed of the importance of this programme on the cost saving and to resolve the energy challenge in the Country. Third, the forum was lobbied to consider this project as a business opportunity for the SMMEs to promote economic transformation in the country. Fourth, they were encouraged to participate in the Transversal Term Contract for Rooftop Solar Panel project as per Executive Council (EXCO) Resolution No. 060/2022 (10) of 26 October 2022 which mandated the Northern Cape Provincial Treasury (NCPT) to administer the transversal contract for the rooftop solar panel project in accordance with TR 16A6.5.

Last, the forum was informed of the signing of the invitation letter from Treasury on acceptance to participate in the Transversal Term Contract for Rooftop Solar Panel project.

A report on understanding the status quo of the businesses owned by the SMMEs has been completed. A report entails recommendations on interventions that will assist NOCSOBI in designing relevant support to assist SMMEs in running sustainable businesses. In the last quarter of the previous financial year, NOCSOBI has been registered with the CIPC as the Northern Cape Solar and Renewable Energy Business Incubator (Non-Profit Company). The Head of the Department has appointed four Board of Directors to look after the affairs of the NOCSOBI. The Centre Manager has been appointed to manage the affairs of NOCSOBI in consultation with the Board of Directors.

In terms of the Rooftop Solar Programme, the focus for the 2024/25 financial year, will be on the following: First, during the first quarter, Sector Development in partnership with the Northern Cape Provincial Treasury will engage with various departments to encourage them to participate in the programme. Second, in the same quarter, the Northern Cape Provincial Treasury will assist Sector Development in establishing the bid committee (Specification, evaluation and adjudication committees). Focus will also be on local municipalities involvement in the programme of renewable energy by providing technical support to encourage the introduction of embedded generation in their electricity distribution networks.

In a quest to measure the impact of IPPs on their beneficiary communities, sector development will continue to take stock of community projects funded by the IPPs. The data collection process involves meetings with the IPPs to take stock of their projects. The other phase of data collection will be conducting a site visit to the communities to assess their projects and determine if they align with the funding report from the IPPs. Quarterly reports will be compiled in this regard.

All these initiatives are aligned to the PGDP and PSDF, DDM, MTSF and the ERRP of national government and the province. Furthermore, these initiatives above and listed below contribute towards the SONA and SOPA priorities related to infrastructure investment to enable FDI as well as skills development and rural development. In summation, the proposed interventions will assist in the National and Provincial Developmental objectives in the following manner:

- Employment and skills development: Exporter Development, PV Green Card Training and CAD and CAM training. We are targeting a representation of 30% women, youth, and people with disabilities as beneficiaries of these initiatives.
- Development of the energy sector: Renewable energy investment with Green Hydrogen production at the core

- Competitive Infrastructure Development: the Namakwa SEZ, Upington Industrial Park, Kathu Industrial Park investments supported by the Invest SA One Stop Shop
- Marine Economy: Investment in the Boegoeberg se Baai Port and Rail development
- Industrialisation: The NC Industrial corridor and metals and agro-processing cluster development.

The implementation of these initiatives and projects will ensure that we reach our 5-year targets of GDP growth of 2% – 3% and reduced unemployment rate of 24-26%. The Modelling Exercise done by the research unit of DEDaT on the impact of the catalytic projects project managed by DEDaT and NCEDA will add another R33 billion to the GDP of the province and create 63 500 job opportunities (direct and indirect).

KEY RISKS: PROGRAMME 3 TRADE AND SECTOR DEVELOPMENT

Outcome	Key Risk	Risk Mitigation
Sub-Programme – Trade and Investment Promotion		
Higher Economic Growth	Low / Untapped foreign direct investment into the Northern Cape Province.	<ul style="list-style-type: none"> • Enterprise Development eco-system to provide appropriate support (financial and non-financial support). • Finalise the Draft Provincial Enterprise Development Strategy. • Implementation of enterprise and supplier development to improve the uptake of opportunities from private sector and government.
Sub-Programme – Sector Development		
Improved levels of employment	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> • Support the process of developing an Industrial Cluster Masterplan for the MME sector. • Develop Renewable Energy Incubation Support model for the SMMEs. • Conduct awareness engagements with firms in the Northern Cape MME sector. • Engage with various departments to encourage them to participate in the programme.

Programme Resource Allocations: Trade and Sector Development

Table 5.1 : Summary of payments and estimates by sub-programme: Programme 3: Trade And Sector Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Trade And Investment Promotion	33,136	49,940	58,029	54,200	98,857	98,857	83,876	60,952	63,593	(15.2)
2. Sector Development	7,504	7,525	14,040	10,765	10,699	10,690	12,134	12,555	12,985	13.5
3. Office Of The Chief Director	6,470	7,079	8,113	10,449	10,995	11,004	10,473	10,974	11,496	(4.6)
Total payments and estimates	47,110	64,545	80,182	75,414	120,551	120,551	106,483	84,481	88,074	(11.7)

Table 5.2 : Summary of payments and estimates by economic classification: Programme 3: Trade And Sector Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	14,889	17,064	18,580	23,589	24,810	24,810	27,063	28,081	28,135	9.1
Compensation of employees	8,466	8,366	7,088	6,149	6,512	6,512	10,485	10,678	10,875	61.0
Goods and services	6,423	8,698	11,492	17,440	18,298	18,298	16,578	17,403	18,260	(9.4)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	32,074	47,307	61,493	51,619	95,535	95,535	79,245	56,217	58,747	(17.1)
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and account	28,201	44,283	60,451	51,619	95,535	95,535	79,245	56,217	58,747	(17.1)
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and internat	-	-	-	-	-	-	-	-	-	-
Public corporations and private en	2,819	3,000	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	1,054	24	1,042	-	-	-	-	-	-	-
Payments for capital assets	147	174	109	206	206	206	175	183	192	(15.0)
Buildings and other fixed structure	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	147	174	109	206	197	197	175	183	192	(11.2)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible asse	-	-	-	-	9	9	-	-	-	(100.0)
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total economic classification	47,110	64,545	80,182	75,414	120,551	120,551	106,483	84,481	88,074	(11.7)

Most of the budget allocation will be for the transfer made to NCEDA for the investment recruitment activities as well to NCTA for tourism promotion activities. The budget allocation will prioritise promotion and sector enablement and will focus on the short-term priority of unlocking the investment pipeline through promotion and investment recruitment for the high impact projects and increasing exports activities from the Northern Cape.

The activities detailed above will be achieved through the collective efforts of all the trade and sector sub-programmes within Programme 3. The team has a diverse set of skills appropriate for managing and implementing projects in support of the economy. Key skills include project planning, sector research and technical skills, stakeholder management, project reporting, financial management, people management and communications. The strength of the sector development unit will be in the specialised staff who are able to champion and provide knowledge of each sector.

Sub-Programme: Sector Development

Purpose:

To facilitate the development of key economic sectors in order to contribute to a growing share of local production and job creation in the province.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance		Estimated Performance	MTEF Period			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improved levels of employment	Key Economic Sectors Supported	3.1.1 Number of Manufacturing Sector interventions.	-	-	New	4	2	2	2
		3.1.2 Number of Energy Sector interventions.	-	-	New	4	2	2	2

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
3.1.1	Number of Manufacturing Sector interventions.	2	-	1	-	1
3.1.2	Number of Energy Sector interventions.	2	-	1	-	1

Sub-Programme: Trade and Investment Promotion

Purpose:

Support export development and promote exports through targeted strategies. Support foreign direct investment flows and promote domestic investment. To provide resources to the economic development, trade & investment promotion agency, NCEDA, to enable it to deliver on its mandate, as defined in the Northern Cape Economic Development, Trade & Investment Promotion Agency Act, 2008 (Act No.4 of 2008).

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 2026/27
Higher Economic Growth.	Domestic and FDI flows into the Northern Cape.	3.2.1 Number of NCEDA Investment Oversight reports compiled.	-	-	New	2	2	2
		3.2.2 Number of Investment projects marketed.	New	8	9	10	11	12 13
	Expansion of the export base of the province.	3.2.3 Number of provincial emerging exporters trained.	New	56	78	50	60	70 80
		3.2.4 Number of entrepreneurs exposed to export opportunities.	New	21	40	16	18	20 20

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Higher Economic Growth	Mining sector growth in the province	3.2.5 Number of Mining initiatives facilitated.	-	-	-	New	1	1	1
	Increased mineral beneficiation in the province	3.2.6 Number of mineral beneficiation initiatives facilitated.	-	-	-	New	1	1	1

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
3.2.1	Number of NCEDA Investment Oversight reports compiled.	2	-	1	-	1
3.2.2	Number of Investment projects marketed	11	3	3	3	2
3.2.3	Number of provincial emerging exporters trained.	60	15	30	15	-
3.2.4	Number of entrepreneurs exposed to export opportunities.	18	4	5	5	4
3.2.5	Number of Mining initiatives facilitated.	1	-	-	-	1
3.2.6	Number of mineral beneficiation initiatives facilitated.	1	-	-	-	1

Programme 4: CONSUMER PROTECTION AND BUSINESS REGULATION

Purpose

To remove barriers which inhibit business development and to ensure regulation of Consumer Protection in the Northern Cape Province.

Explanation of planned performance over the medium-term period

The Programme consist of two sub-programmes namely Consumer Protection Authority and Business Regulation. The Northern Cape Consumer Protection Authority is primarily responsible in terms of the Act to investigate, mediate and adjudicate over consumer related matters in the Province of the Northern Cape and refer unresolved matters to the Consumer Court for adjudication.

In the PGDP's Vision for 2040, PILLAR 1: Economy, Economic growth, development and prosperity, Programme 4 falls under Priority 6, as the Programme works together with small business, co-operatives and township and village economies and the Consumer Protection Authority is best placed under priority for "a capable, ethical and developmental State" as it has to:

- Continue with consumer education programmes and workshops throughout the province, to ensure that consumer and businesses are aware of their consumer rights and obligations in terms of the Consumer Protection Act;
- Increase accessibility of the Consumer Protection Authority and Consumer Court throughout the Province, through speedy redress; and
- by fulfilling its mandate through education and awareness, investigations, mediations and, adjudication and compliance inspections, it continues to work towards a compliant economy, which will in turn increase the tax collection of the fiscus.

The MTSF 2019-2024 – Priority 2: "reducing the illicit economic activities" finds application. Our Programme is working towards THIS PRIORITY by empowering our consumers with the knowledge to identify and protect their consumer rights. The Office of the Consumer Protector has drafted and implemented an approved annual programme to improve education and awareness. This will include the education of our youth as Consumer Rights has become part of the curriculum in our schools. This will lead to more consumers being reached especially those in the rural areas who do not have the basic education that allows them to read and write. By fulfilling our mandate and as a result of our intervention, there is a saving for consumers in the market place, which indirectly provides money for consumers to spend on household items and therefore contributes to the growth of the economy.

We do not specifically target any group, because our Act states that our services are to all consumers in the province. Thus, no segregated groups are targeted.

We have 12 staff members in the unit, with the Consumer Protector as the head, with two managers, namely the Education and Awareness Manager and the Senior Admin Officer, who heads up the Investigating Unit. The Senior Administration Officer, however is seconded to The Northern Cape Liquor Board and await his return to the office. There is still a need to appoint a prosecutor to prosecute the matters on behalf of consumers in the Consumer Court, in order to ensure that the envisaged outputs of the Consumer Protector are achieved. The Prosecutor post has unfortunately been removed from the Organogram and is currently unfunded. We therefore have to depend on staff to perform dual function in this regard, in order to provide a service to the people of the Northern Cape.

We have 5 inspectors who reports to the Senior Administration Officer and 1 education and awareness officer who reports to the Education and Awareness Manager and the PA who reports to the Consumer Protector.

In the Northern Cape Consumer Court, we have 6 Court Members appointed on an ad -hoc basis, with the Registrar who Manages the Court and a Stenographer appointed as Court Administrator.

The Northern Cape Consumer Protection Authority deems it imperative to open regional offices in order to be more transparent and to service the greater part of the province on a daily basis, as its current location is not easily accessible to the public who live in the rural areas. With the recent cost containment, we cannot open new offices, but still strive to provide services to the poorest communities in the Northern Cape Province, by attending each district once per quarter for education and awareness, compliance inspections and investigations. In order to ensure that service providers are complaint we also return to non-compliant service providers to do follow up inspections. This will make the Consumer office more accessible to the public in order to protect the communities from exploitation, as the Province is very vast and most consumers cannot travel to Kimberley to access our services.

The Resolution of cases and adjudication of Court Cases are usually delayed by outside factors, such as attorneys' delaying tactics, respondent and witnesses' unavailability, the need for translators to be arranged and Appeal to full bench or High Court.

Consumer protection is working towards growing the economy through informing consumers to make decisions in terms of the Consumer Protection Act. Ensuring that the businesses are registered and compliant with legislation, thereby working towards the outcome of "Higher Economic Growth", by closing illegal outlets, by joining outreach programmes with

National Regulator for Compulsory Specifications (NRCS) and National Consumer Commission (NCC), thereby ensuring that compliant outlets are contributing to the economy (percentage growth of the provincial economy).

We are assisted by the Department of Justice when adjudicating matters in the districts, by utilising their Court facilities in the Regions. The Sheriffs serves court documents on parties and, SAPS and NPA assists us to enforce Court orders.

The new organogram of the Department has been approved and Business Regulation is now included in Programme 4. In order to make this sub-programme functional, we need resources to do so. We will therefore require a budget for appointment of vacant positions and to draft a new legislation to regulate the industry in the province. Due to the fact that there are no warm bodies to perform this function, targets cannot be inserted for this financial year.

The Regulation of the Consumer environment will allow for the levelling of the playing field and circumvent the establishment of monopolies. Monopolies tend to tends to hamstring the attempts by SMME's to start new businesses. The development of SMME's is a key enabler to developing the economy and reducing unemployment. Regulation services will reduce the red tape to facilitate the establishment of SMME's and create an enabling environment for small business to grow. It is in this way that Programme 4 contributes to Departmental strategic intent to grow the economy as iterated in the Departmental Strategic plans for 2025.

The shrinking fiscal envelope which resulted in the recent budget cuts, impacts negatively on the Programme's ability to fulfil its mandate in the province.

KEY RISKS: PROGRAMME 4 CONSUMER PROTECTION AND BUSINESS REGULATION

Outcome	Key Risk	Risk Mitigation
Higher Economic Growth	Illicit economic activities in the Northern Cape Province	<ul style="list-style-type: none"> Northern Cape Consumer Court to adjudicate over consumer related matters Collaborate with stakeholders, i.e., Municipalities, National Consumer Commission (NCC), National Credit Regulator (NCR), South African Police Services (SAPS) and South African Bureau of Standards (SABS) to ensure compliance with the Consumer Protection Act. Consumer protection forum meetings. Conduct scheduled and un-scheduled compliance inspections. Follow-up on all non-compliance notices issued.

Sub-Programme: Consumer Protection

Purpose

Implement coherent, predictable and transparent regulatory solutions that facilitate easy access to redress and efficient regulation for economic citizens.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 2026/27
Higher Economic Growth.	Expanded Informed-economic- citizen footprint in the Northern Cape Province.	4.1.1 Number of districts reached through Consumer Education and Awareness Campaigns in the Northern Cape Province.	New	5	5	5	5	5
	Rapid economic redress.	4.1.2 % of consumer complaints resolved per annum.	77.7%	95%	89%	89%	90%	91% 92%
	Consumer Protection Act compliance.	4.1.3 Number of compliance inspections conducted	-	-	New	250	300	350 400
		4.1.4 Percentage of follow up inspections conducted where non-compliance notices were issued	-	-	-	New	100%	100% 100%

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
4.1.1	Number of districts reached through Consumer Education and Awareness Campaigns in the Northern Cape Province.	5	1	1	1	2
4.1.2	% of consumer complaints resolved per annum.	90%	-	-	-	90%
4.1.3	Number of compliance inspections conducted	300	60	60	60	120
4.1.4	Percentage of follow up inspections conducted where non-compliance notices were issued	100%	-	-	-	100%

Sub-Programme: Business Regulation

Purpose

To manage and facilitate the provision of business regulatory services

To create a functional organogram for the department as per the DPSA requirements, embarked on an organisational review process to align the structure to new strategic developments, to accommodate the return of the Consumer Authority (as part of the departmental establishment) and to accommodate the sub-programmes, directorates and sub-directorates created by means of ad-hoc arrangements and submissions.

The revised departmental organogram has been approved and Business Regulation is now included in Programme 4. Regulation Services has been included although it is unfunded and resourced because it is part of the generic structure for similar units in the country. In order to make the sub-programme functional (To manage and facilitate the provision of business regulatory services) one needs the resources to do so. The budget needs to be made available for the vacant posts to be filled. In addition, new legislation would need to be drafted to regulate the industry in the province. Due to the fact that there are no warm bodies to perform this function, no targets could be set for implementation in this financial year.

In addition, the Assessment Report on the Draft APP 2022/2023 by the DPME, received via the Office of the Premier and dated 01/02/2022, reflects, under the paragraph numbered 3.1.1, that *“if the indicator will not be implemented in the MTEF period, the department is advised to remove it from the Annual Performance Plan.”*

In the light of the advice from DPME, the “Outcomes, Outputs, Output Indicators and Targets” and the “Output Indicators: Annual and Quarterly Targets” for this sub-programme has not been included in the Annual Performance Plan 2023/2024.

Programme Resource Allocations: Consumer Protection and Business Regulation

Table 6.1 : Summary of payments and estimates by sub-programme: Programme 4: Consumer Protection And Business Regulation

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Consumer Protection	11,143	11,330	11,651	10,366	11,116	11,181	11,453	11,763	12,085	2.4
2. Liquor Regulation	13,695	14,223	15,363	32,564	33,314	33,251	33,963	35,532	37,139	2.1
3. Gambling And Betting	13,178	16,452	17,627	-	-	-	-	-	-	-
Total payments and estimates	38,016	42,005	44,641	42,920	44,432	44,432	45,416	47,295	49,224	2.2

Table 6.2 : Summary of payments and estimates by economic classification: Programme 4: Consumer Protection And Business Regulation

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	11,137	11,574	12,389	10,938	11,689	11,689	11,993	12,334	12,691	2.6
Compensation of employees	7,643	7,870	8,008	8,092	8,394	8,394	9,008	9,180	9,358	7.3
Goods and services	3,494	3,704	4,361	2,856	3,295	3,295	2,985	3,154	3,333	(9.4)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	26,418	30,187	32,017	31,722	32,483	32,483	33,181	34,707	36,269	2.1
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and account	26,417	30,187	32,017	31,722	32,472	32,472	33,181	34,707	36,269	2.2
Higher education institutions	-	-	-	-	-	-	-	-	-	-
Foreign governments and internati	-	-	-	-	-	-	-	-	-	-
Public corporations and private ent	-	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	1	-	-	-	11	11	-	-	-	(100.0)
Payments for capital assets	461	244	235	260	260	260	242	254	264	(8.9)
Buildings and other fixed structure	-	-	-	-	-	-	-	-	-	-
Machinery and equipment	461	244	235	260	260	260	242	254	264	(6.9)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible asse	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total economic classification	38,016	42,005	44,641	42,920	44,432	44,432	45,416	47,295	49,224	2.2

The budget will be used to compensate employees to perform their functions as outlined in the Northern Cape Consumer Act. The expenses for travelling to the different Districts per the education and awareness programme and to conduct compliance inspections, issue compliance notices and investigate consumer related matters as well as prosecute matters in the regions. These actions will ensure that the outputs for Consumer Protection Act compliance is achieved.

There are 12 staff members in the unit, with the Consumer Protector as the head, with two managers, namely the Education and Awareness Manager and the Senior Admin Officer, who heads up the Investigating Unit. The Senior Administration Officer, however is seconded to The Northern Cape Gambling Board and await his return to the office. There is still a need to appoint a prosecutor to prosecute the matters on behalf of consumers in the Consumer Court, in order to ensure that the envisaged outputs of the Consumer Protector are achieved. The Prosecutor post has unfortunately been removed from the Organogram and is currently unfunded. We therefore have to depend on staff to perform dual function in this regard, in order to provide a service to the people of the Northern Cape. The activities of the Consumer Protector will include the investigation of consumer complaints in order to achieve the output, "Rapid Economic Redress."

A portion of the resources, both human and financial, will be used to conduct Consumer Education and Awareness Campaigns in the Province. This includes physical campaigns, the production of consumer education pamphlets and the participation in interviews on community radio stations. The idea is to realise the output, “Expanded Informed-economic-citizen footprint in the Northern Cape Province.”

Programme 5: ECONOMIC PLANNING

Purpose

Support and facilitate the transformation, diversification, and growth of the provincial economy by promoting integrated development planning and innovation through efficient research

Explanation of planned performance over the medium-term period

This Programme seeks to support and facilitate the transformation of the economy by developing economic policies and strategies to support job creation informed by relevant economic research.

Economic Planning will comprise only two sub-programmes: Economic Research and Policy Development; and Knowledge Economy Support respectively. The Monitoring and Evaluation sub-programme has been relocated to Programme 1: Administration and will form part of a new directorate called Strategy Management, Monitoring and Evaluation. Furthermore, the Policy and Planning and Research and Development sub-programmes will be merged into a single sub-programme called Economic Research and Policy Development. All staff under the two sub-programmes will be reporting to the Director: Economic Research and Policy Development.

The Economic Research and Policy Development sub-programme places greater emphasis on the alignment of provincial strategies to the National Economic Policy priorities. With the advent of COVID-19, the Northern Cape Economic Reconstruction and Recovery Plan (ERRP) was developed with the aim to re-invigorate the economy and create the much-needed jobs.

The purpose of the Knowledge Economy Support sub-programme is to develop the knowledge economy through innovation to promote economic development. Knowledge Economy Support thus focuses on the promotion of the Fourth Industrial Revolution (4IR) and Industry 4.0, as key tools in the promotion of a knowledge society and economy in order to promote initiatives that position the youth and entrepreneurs in the province to exploit the value chain afforded by the 4IR. In line with the Medium-Term Strategic Framework (MTSF) 2019-2024, KE&I is prioritising:

- digital infrastructure as pronounced in the National Broadband Policy “SA Connect”;
- and

- digital skills for activation of new jobs in the digital space, as outlined in the Department of Communications and Digital Technologies, “National Digital and Future Skills Strategy”.

The Northern Cape Innovation Forum will be instrumental in galvanising support for broadband solutions for the province, while mLab Northern Cape will ensure that the province has the technical skills to benefit from digitalisation.

The programme is aligned in terms of the major policy mandates nationally as well as provincially. Economic Research and Policy Development (ERPD) sub-programme contribute to the achievement of the NDP 2030 priorities by conducting economic research the informs the following chapters of the NDP:

- Chapter 3: Economy and Employment
- Chapter 4: Economic Infrastructure

The Knowledge Economy Support (KES) sub-programme on the other hand is working towards an ICT sector that will underpin the development of a dynamic and connected information society and knowledge economy that is more inclusive and prosperous by 2030.¹¹

in terms of the MTSF 2019-2024 the programme supports the achievement of two outcomes respectively:

- Higher economic growth
- Improved levels of employment

ERPD compiles economic overviews on a quarterly basis to inform planning, programmes and activities of the department. KES focuses on the improvement of provincial competitiveness through ICT adoption. The sub-programme aims to engage the youth, student, NEET and learner communities in using ICT and 4IR tools to develop products and solutions for everyday challenges.

In terms of the Provincial Growth and Development Plan (PGDP) Vision 2040 which is the provincial version of the NDP, ERPD supports implementation and coordination of PGDP Driver 1. This is done through convening the Economic Transformation and Job Creation Forum and quarterly district economic symposiums.

KES also focuses on PGDP Driver 1 alignment and coordination on the Innovation and Knowledge Economy.

¹¹ NDP Chapter 4

The Economic Reconstruction and Recovery Plan (ERRP) is a fourth policy framework that aimed to get the national economy on a recovery path post-Covid 19. This was regarded as critical as the national and provincial economies were already on a downward trajectory with anaemic growth experienced prior to the pandemic arriving on our shores.

A provincial ERRP was subsequently developed and ERPD was responsible for continuous monitoring and updating in order to measure the impact at a provincial level. KES on the other hand focused mainstreaming digitalisation and searching for opportunities for retraining workers as the 4IR expands and displaces workers.

The departmental Strategic Plan 2020-2025 in terms of its impact statement aims for Sustainable and Inclusive Economic Growth and Development.

In contributing to this the ERPD sub-programme conducts economic research and coordinates planning and implementation across the sectors departments, spheres of government and related stakeholders. This is critical as it involves other economic sectors and stakeholders in the provincial planning and execution process.

KES contributes to the NCPG Vision of Developing the Province into a Modern, Growing and Successful province through supporting key strategic integrated projects (SIPs) that are implemented in the province. The following are key:

- SIP 15: Expanding access to communications technology
- SIP 16: Square Kilometre Array (SKA)

KEY RISKS: PROGRAMME 5 ECONOMIC PLANNING

Outcome	Key Risk	Risk Mitigation
Sub-Programme – Economic Research and Policy Development		
Improved levels of employment	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> Monitoring of the implementation of the PGDP Economic Driver and MTSF. Coordinate stakeholder engagements to ensure alignment of plans to National and Provincial economic priorities and the District Development Model (DDM). Conduct and facilitate socio-economic research that will inform economic advisory and planning.
Sub-Programme – Knowledge Economy Support		
Higher Economic Growth	Slow pace of digital transformation in the Northern Cape Province	<ul style="list-style-type: none"> Development of digital skills for the 4th industrial revolution. Prioritisation of digital infrastructure and process automation Re-prioritisation of the budget to promote digital transformation. Continuous engagement with, and co-commitment from partners

Programme Resource Allocations: Economic Planning

Table 7.1 : Summary of payments and estimates by sub-programme: Programme 5: Economic Planning

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Economic Research And Policy De	6,114	6,584	6,027	6,922	6,662	6,627	7,427	7,591	7,759	12.1
2. Knowledge Economy Support	6,073	6,003	6,834	7,297	7,114	7,327	7,925	8,126	8,357	8.2
3. Office Of The Chief Director	4,832	4,689	5,355	5,446	4,965	4,787	4,517	4,713	4,918	(5.6)
Total payments and estimates	17,019	17,276	18,216	19,665	18,741	18,741	19,869	20,430	21,034	6.0

Table 7.2 : Summary of payments and estimates by economic classification: Programme 5: Economic Planning

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	15,409	15,700	16,525	17,608	16,749	16,749	17,525	18,001	18,495	4.6
Compensation of employees	11,901	12,103	11,903	12,479	12,480	12,480	13,479	13,699	13,927	8.0
Goods and services	3,508	3,597	4,622	5,129	4,269	4,269	4,045	4,302	4,568	(5.2)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	1,540	1,500	1,538	1,500	1,500	1,500	1,500	1,546	1,616	0.0
Provinces and municipalities	-	-	-	-	-	-	-	-	-	-
Departmental agencies and account	-	-	-	-	-	1,000	-	-	-	(100.0)
Higher education institutions	500	1,500	500	500	500	500	500	500	523	0.0
Foreign governments and internati	-	-	-	-	-	-	-	-	-	-
Public corporations and private ent	1,040	-	1,000	1,000	1,000	-	1,000	1,046	1,093	-
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	-	-	38	-	-	-	-	-	-	-
Payments for capital assets	70	76	153	557	492	492	844	883	923	71.5
Buildings and other fixed structure	-	-	-	120	-	-	-	-	-	-
Machinery and equipment	70	76	153	437	475	262	194	203	212	(26.0)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible asse	-	-	-	-	17	230	650	680	711	182.6
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total economic classification	17,019	17,276	18,216	19,665	18,741	18,741	19,869	20,430	21,034	6.0

The programme is fortunate to be fully staffed as it appointed assistant directors in ERPD in July 2023. The budget allocation of the programme will be used to compensate the employees to perform their duties and functions and provide relevant research and policy analysis to the implementation programmes. Furthermore, the team will be in a position to conduct fieldwork to implement the departmental Research Agenda through administering research questionnaires and collecting data in the different regions.

There are currently 16 staff members in the programme with eight dedicated to ERPD, six to KES and two in the Office of the Chief Director. The staff number in KES will decline by one in July 2024 once the Square Kilometre Array (SKA) project manager retires. It is intended that the Director: KES will assume the SKA responsibilities henceforth. This will increase the demands on his time and smart management approaches will be needed including additional support from the Programme Manager. The team in KES works closely with the departmental ICT Support function rendering IT support services to the satellite Khayalabantu offices because the ICT Support team is based at Metlife Towers headquarters. The Web Programmer in KES performs these functions to ensure that Khayalabantu staff work seamlessly and does not suffer prolonged downtime. This in addition to their main job function of developing and implementing management systems.

Sub-Programme: Economic Research and Policy Development

Purpose

To promote integrated economic planning for faster economic development.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 2026/27
Improved levels of employment	Improved policy implementation to support job creation.	5.1.1 Number of economic policies or strategies reviewed.	2	4	4	4	4	4
	Engagement with stakeholders to ensure alignment of Economic Policies	5.1.2 Number of Socio-Economic engagements with stakeholders.	New	6	8	5	5	5
	Investment in research and development as % of the departmental budget	5.1.3 Number of Economic Research Projects conducted.	-	-	New	1	1	1
		5.1.4 Number of Economic intelligence initiatives compiled.	-	-	New	4	3	4
		5.1.5 Number of Economic overviews compiled.	6	6	4	4	4	4

Outcome	Outputs	Output indicators	Annual Targets					
			Audited/ Actual Performance		Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2026/27
Higher economic growth.	Investment in research and development as % of the departmental budget	5.1.6 Number of Reviewed DEDaT research agendas.	1	1	1	1	1	1

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
5.1.1	Number of economic policies or strategies reviewed.	4	1	1	1	1
5.1.2	Number of Socio-Economic engagements with stakeholders.	5	1	2	1	1
5.1.3	Number of Economic Research Projects conducted.	1	-	-	-	1
5.1.4	Number of Economic intelligence initiatives compiled.	3	1	1	1	-
5.1.5	Number of Economic overviews compiled.	4	1	1	1	1
5.1.6	Number of Reviewed DEDaT research agendas.	1	-	-	-	1

Sub-Programme: Knowledge Economy Support

Purpose

To develop the knowledge economy through innovation to promote economic development.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Higher economic growth.	Knowledge Management Systems	5.2.1 Number of Knowledge Management Systems supported.	-	-	-	New	1	1	1
	Broadband rollout	5.2.2 Number of Internet connectivity initiatives supported.	-	-	New	20	2	2	3
	Digital infrastructure initiatives.	5.2.3 Number of Digital Transformation initiatives supported.	-	-	-	New	4	4	4
	Digital literacy and ICT entrepreneurship	5.2.4 Number of e-Skills development initiatives implemented or supported.	5	7	8	4	4	4	4
	Economic development initiatives in the SKA regional municipalities	5.2.5 Number of localisation initiatives implemented or supported in terms of the SKA.	-	-	New	4	4	4	4

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
5.2.1	Number of Knowledge Management Systems supported..	1	-	-	-	1
5.2.2	Number of Internet connectivity initiatives supported.	2	-	1	-	1
5.2.3	Number of Digital Transformation initiatives supported.	4	1	1	1	1
5.2.4	Number of e-Skills development initiatives implemented or supported.	4	1	1	1	1
5.2.5	Number of localisation initiatives implemented or supported in terms of the SKA.	4	1	1	1	1

Programme 6: TOURISM

Purpose

To lead tourism growth, development and destination promotion in the Northern Cape.

Explanation of planned performance over the medium-term period

Tourism takes place in our communities. It therefore follows that communities, tourism businesses and government share the responsibility to drive tourism demand for the Northern Cape as attractive, competitive and marketable destination.

The Tourism Programme is a key role-player to enable tourism growth, destination development and successful promotion. In this regard, the Tourism Development sub-programme is purposed to support the development of an attractive, competitive and marketable destination Northern Cape as contribution to achieve higher economic growth in the province. This is achieved through the sub-programme responding to five performance areas. They are –

- Strategic partnership building to grow budget and human capacity in developing destination Northern Cape.
- Tourism enterprise support for purposes of destination development.
- Enhancing the provincial visitor experience.
- Tourism infrastructure development.
- Creating employment opportunities.

Destination development must be market responsive for tourism enterprises, experiences and infrastructure to play a successful role in realising provincial economic growth, sustainability, transformation and growing employment. In this manner, the provincial tourism industry will also make a more significant contribution to other economic sectors such as retail.

The Tourism Development sub-programme is operationally aligned with the provincial destination marketing organisation as they are the first line of contact with the market, be it leisure, business or events. The provincial destination marketing organisation is also key to creating market access for the DEDAT supported tourism enterprises and our tourist routes. Therefore, in essence the Tourism Development sub-programme takes an important lead from the provincial destination marketing organisation to develop market-matching tourism experiences and destination enhancing initiatives to contribute to a more marketable and competitive destination.

Tourism development and destination promotion faces a situation where our projects and programmes are implemented within an environment with the following influences –

- National Development Plan 2030.
- National, provincial and district tourism strategy and policy – national tourism sector strategy, Northern Cape tourism master Plan and district development model.
- A stand out safe destination with very unique features driven by our arid landscapes, natural heritage and cultural diversity.
- A tourism industry still in recovery from the impact of the Covid pandemic.
- A sluggish economy adversely affecting travel as a result of high cost of living and steep flight prices.
- A Northern Cape is an emerging destination facing tourism infrastructure challenges that constrain the rapid growth of the provincial tourism industry – state of municipal infrastructure, attractions, signage and especially the state of our gravel roads.
- Significant popularity in the visiting friends and relatives (VFR) and domestic market and therefore well poised to stimulate intra-provincial travel.
- Government costs containment measures that in particular will adversely affect transformation gains and pace of industry recovery.
- Internal capacity constraints related to severe budget cuts and technical skills demands the establishment for strong strategic partnerships.

Nevertheless, the performance of the provincial tourism industry is providing an economic silver lining with encouraging performance in 2022. The total contribution of tourism to the provincial GDP grew with 124% (R3.3 billion in 2022 vs the R 1.4 billion in 2021), turning in our highest yet contribution from this sector since 2016. Total trips, domestic and international, grew with 86% (898 026 in 2022 vs 978 752 arrivals recorded in 2021) and the industry is almost back to pre-Covid levels (Source: Northern Cape Tourism Authority).

The Tourist Programme and the provincial destination marketing organisation will continue to support the recovery of the provincial tourism industry post the Covid pandemic. Our entire annual performance plan is designed to deliver the tourism recovery plan and achieve resilience and a thriving provincial tourism industry.

The quality of tourism experiences and destination infrastructure has a direct impact on the sustainability and growth potential of tourism enterprises in the province. We therefore place a significant priority on these two performance areas as we work to create an attractive, competitive and marketable destination Northern Cape and provide opportunities for tourism enterprises to be sustainable, grow and create employment.

This financial year the Tourism Development sub-programme will continue their efforts with regards to tourism enterprise support, tourism infrastructure, experience development and destination marketing to assist the provincial tourism industry to thrive. These projects will contribute to job creation, increasing the spend in local communities, infrastructure development, transforming the industry through supporting designated groups and better access to the tourism industry, as well as supporting route development.

The Tourism Development sub-programme will continue its partnership with the Sol Plaatje University Centre for Entrepreneurship and Rapid Incubator in support of tour operators and activity-based tourism enterprises.

We will continue to implement the astro-tourism strategy through the development of the SKA Carnarvon Exploratorium. Six youth has already completed their training in Astro Tourism in Carnarvon through a partnership between DEDaT and South African Radio Astronomy Observatory (SARAO). In the 2024/25 financial year we will expand our efforts to create more astro tourism enterprises and experiences elsewhere in the province.

The Tourism Development sub-programme will continue to work closely with Programme 2 to ensure access to more enterprise funding and support incentives for qualifying tourism enterprises.

The provincial tourism routes remain the key departure point as focus for destination development, marketing and promotion, hence it is the central motivation that shapes our programmes and projects. Key to this is how we utilise tourism enterprise development as important tool for destination development, supported with initiatives to enhance tourism experiences and improve tourism infrastructure, to create opportunities for higher economic growth in the Northern Cape. Route development is also key to the success of township and rural development programmes and growing employment numbers in the province.

We will launch a street art project in the Galeshewe tourism precinct and prepare to do the same in other townships in an effort to drive township tourism demand.

In support of making the District Development Model a success, strategic partnerships will be formed to implement initiatives that will contribute towards the growth of the tourism industry a district level. Examples are (1) Department of Forestry, Fisheries and Environment (DFFE) investing R16 million on tourism infrastructure at Riemvasmaak hot springs and (2) national Department of Tourism (NDT) investing R13.8 million towards the maintenance and beautification of provincial state-owned attractions which forms part of the Presidential Employment Stimulus (PES) and is aligned to the Tourism Sector Recovery Plan. Work will continue on the establishment of the SKA Carnarvon Exploratorium which is the biggest

tourism development project in the province and is funded by NDT and DSI to the amount of R75 million. In light of severe budget cuts and lack of human capacity, these strategic partnerships will be developed and maintained to augment budgets and human capacity to achieve more in destination development as we combine efforts to create an attractive, competitive and marketable destination Northern Cape.

The Partnership with South African National Parks will continue as we work towards community development and adding unique experiences in our national parks. In this regard SAN Parks committed to assist with the design and construction of the Riemvasmaak Day Spa to accommodate the trained massage therapists trained by DEDAT in partnership with the Central University of Technology.

We will further accelerate the development of township and rural tourism experiences to spread the proverbial tourism Rand to all corners of the province. The support to the Moffat Mission Station in Kuruman to create a tourism development plan will be an important initiative in this regard.

Our provincial nature reserves and museums are understaffed and this adversely impacts the quality of tourism services offered, and in some cases the accessibility of our museums too. The Northern Cape positions itself in the market as a preferred destination for adventure, nature and heritage tourism. For this reason we will continue with a strategic partnership project with DAERL and the McGregor Museum to create and fund employment opportunities.

Integrated planning is key to unlocking tourism potential and stakeholder relations is at the heart of it. Stakeholder sessions will be conducted to promote leadership and advocacy with the sole purpose to lobby, consult, engage with external stakeholders across local, district, national government, private sector and communities, to best represent, unlock and coordinate the growth of the tourism sector in the province.

Stakeholder sessions will play a crucial role in the provincial tourism sector, to entrench coordination of multiple stakeholders, creating a unifying vision for the sector, developing joint strategies, plans for success, implementing policies and regulations as guided by legislation that governs tourism in South Africa which will result in the growth and development of the destination. These stakeholder consultations serve as a mechanism to raise the profile and relevance of tourism and to ensure that its importance is prioritised within the industry. Through this process a number of local tourism forums have been established to create a voice for tourism at a local government level.

Through integrated planning the department was able to assist municipalities with developing their local tourism strategies which created one voice and one vision for the tourism sector. This assistance has been felt in Dawid Kruiper, Umsobomvu, Kareeberg municipalities, to name but a few. The next financial year of 2024/25 will see a plan to improve capacity to the current existing forum in terms of skills, networking, coordination to ensure that they discharge their functions effectively and efficiently.

There remains a greater need to improve on tourism research and insights. The establishment of a realistic and implementable research system to regularly track visitation figures, expenditure, satisfaction, behaviour, perceptions, events, impact assessment on the entire tourism product offerings in the province, is long overdue and cannot be over emphasised. To this end the Department has developed a visitor tracking system which is a research tool that is internet-based for the collection and collation of tourism data in all five districts to determine:

- Economic impact, value and growth of tourism in the Northern Cape;
- Visitor tracking of the number of arrivals, origin, destination, travel behaviour, duration of stay, spending etc.;
- Detect trends, including seasonal, geographic, activity-related, tourist spending and duration of stay;
- Detect how the visitor became aware of the Northern Cape or respective districts and tourism experiences;
- Uncover where the visitor sourced information to develop their travel itinerary for the province;
- Develop and refine an annual body of tourism knowledge to support the improved tourism policy development and decision-making processes.

Investment in tourism infrastructure plays a vital role in the growth and sustainability of the tourism sector in any destination. This involves the creation, improvement, maintenance of physical, social, and organizational structures and facilities that support and enhance the visitor experience.

The Department will facilitate tourism investment dialogue between government and the private sector to identify, promote and facilitate public and private sector investment that will have a catalytic impact on the visitor economy. This stems from the neglect and continued dilapidation of tourism attractions in the province which will have disastrous consequences for the Northern Cape as a tourism destination. The challenge to achieve these intended outcomes on investment priorities for the tourism sector is hamstrung by budgetary

constraints. The undisputable truth is that tourism infrastructure enhances an overall positive visitor experience, and the department will be engaging relevant stakeholders in terms of airlift, well-maintained road infrastructure, digital technological investment and stimulation of green investments in the tourism sector.

According to the UNWTO universal access refers to the ability of all people to have equal opportunity and access to a service or product from which they can benefit, regardless of their social class, ethnicity, ancestry or physical disabilities.

The World Health Organization (WHO, 2023), estimated that 1.3 billion people - about 16% of the global population - currently experience significant disability. Accessibility for all to tourism facilities, products, and services should therefore be a central part of any responsible and sustainable tourism development.

The Department conducted a dialogue between the tourism sector and the disability community to prioritise universal accessibility and create awareness on the subject matter. The Department will continue this financial year to highlight the importance of universal accessibility in the tourism sector and the need for the industry to take the bull by the horns and implement policies that are sensitive to the needs of people living with disabilities. Tourist guides play a vital role in enhancing the travel experience for the visitors by utilising their expertise, knowledge and capabilities to navigate visitors through the destination while offering valuable information and support.

The Department has implemented various developmental initiatives to build the capacity of tourist guides as ambassadors of the destination in terms of the Tourism Act 3 of 2014. To this end, tourist guides have gone through niche training, mentorship, engaged in the campaign to stem out illegal tourist guiding in the province to mention but a few. The Department will continue in this financial year 2024/25 to empower tourist guides in capacity development and to step up the campaign against illegal tourist guiding. The high crime rate in South Africa is unfortunate and negative to the image of the destination. The department has engaged in numerous tourism safety and awareness campaigns in the province to promote a safer environment amongst tourists. The Department will step up its safety campaign to create more awareness and to work tirelessly with relevant stakeholders to transform tourism hotspots.

The Northern Cape's domestic tourism sector experienced exceptional growth in 2022, according to the data from the South African Tourism Annual Report 2022. The report reveals significant increases in key metrics, demonstrating the region's growing appeal as a prime destination for domestic travellers.

Trips into the Northern Cape surged by an impressive 200% compared to 2021, indicating a substantial uptick in interest and exploration of the province's diverse offerings. This surge in visitation coincided with a notable 85% increase in spend by domestic tourists, reflecting a strengthened economic impact within the region.

One of the most noteworthy trends observed in 2022 was the substantial growth in the length of stay, which increased by a remarkable 60% compared to the previous year. This indicates that visitors are not only choosing to visit the Northern Cape more frequently but are also extending their stays to fully immerse themselves in the unique experiences the region has to offer.

Bednights, a critical indicator of accommodation utilization, witnessed a staggering increase of over 200% compared to 2021. This surge underscores the heightened demand for accommodations across the Northern Cape, reflecting the growing popularity of the region as a preferred destination among domestic travellers.

Despite these impressive numbers, the primary purpose of visits remained consistent, with Visiting Friends and Relatives (VFR) being the leading motivator for travel, followed closely by Holiday trips. This highlights the enduring significance of personal connections and leisure experiences in driving domestic tourism within the Northern Cape.

The unprecedented growth witnessed in 2022 underscores the Northern Cape's position as a premier domestic tourism destination within South Africa. The region's natural beauty, rich cultural heritage, and diverse offerings continue to attract visitors from across the country, contributing significantly to the local economy and fostering sustainable tourism development.

The Northern Cape's international tourism performance experienced significant growth in 2022, marking a new era of prosperity for the region as a global travel destination. The latest data from the South African Tourism Annual Report reveals impressive increases in key metrics, highlighting the Northern Cape's rising popularity among international visitors.

International arrivals to the Northern Cape surged by an impressive 46% in 2022 compared to the previous year, with a total of 113,961 visitors choosing the province as their destination. This notable increase underscores the growing global recognition of the Northern Cape's unique attractions and experiences.

In tandem with the rise in arrivals, international spend in the Northern Cape saw a remarkable increase of 300% compared to 2021, with international visitors contributing over 700 million Rand to the provincial economy. This surge in spending reflects the heightened interest and willingness of international travellers to invest in the region's tourism offerings.

One of the most significant trends observed in 2022 was the increase in the length of stay among international visitors, which grew from an average of 4 days to 6 days compared to the previous year. This extension of stays indicates that international travellers are not only choosing to visit the Northern Cape but are also immersing themselves more deeply in the diverse array of experiences available throughout the province.

Despite the growth in international tourism, the primary purpose of visits remained consistent, with Visiting Friends and Relatives (VFR) driving a significant portion of travel, followed closely by Holiday trips. This reaffirms the importance of personal connections and leisure experiences in attracting international visitors to the Northern Cape. (Source: SAT)

KEY RISKS: PROGRAMME 6 TOURISM

Outcome	Key Risk	Risk Mitigation
Sub-Programme – Tourism Development		
Higher Economic Growth	Collapse of the provincial tourism industry.	<ul style="list-style-type: none"> • Implementation of Tourism Sector Recovery Plan. • Tourism enterprise development initiatives activated to provide financial and non-financial support. • Tourism experience and infrastructure development initiatives to maintain a competitive destination with emphasis on tourist route support. • Alignment with the provincial destination marketing organisation.
Sub-Programme – Tourism Growth		
Higher Economic Growth	Collapse of the provincial tourism industry.	<ul style="list-style-type: none"> • Implementation of the Tourism Safety and awareness strategy. • Campaigns on tourism safety to create a safe and secure environment for tourism to flourish • Implement know your destination programme to empower communities to protect tourism assets • Update the tourism product audit

Programme Resource Allocations: Tourism

Table 8.1 : Summary of payments and estimates by sub-programme: Programme 6: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
1. Tourism Growth	6,328	7,461	9,397	25,247	22,146	22,146	20,916	21,620	22,442	(6.0)
2. Tourism Development	42,032	62,215	48,623	13,178	11,828	10,980	11,670	12,091	12,520	6.3
3. Office Of The Chief Director	6,495	7,483	8,817	8,594	8,215	9,063	7,620	7,969	8,332	(15.9)
Total payments and estimates	54,855	77,159	66,837	47,019	42,189	42,189	40,106	41,679	43,294	(4.9)

Table 8.2 : Summary of payments and estimates by economic classification: Programme 6: Tourism

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2023/24
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Current payments	22,815	43,344	37,139	41,908	36,840	37,520	36,910	37,707	39,145	(3.2)
Compensation of employees	11,817	11,775	11,556	11,574	11,824	11,824	12,596	12,845	13,103	6.5
Goods and services	10,998	31,569	25,583	30,334	25,016	25,696	23,714	24,861	26,042	(7.7)
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	30,461	32,785	29,296	4,075	4,088	4,088	3,450	3,610	3,771	(15.6)
Provinces and municipalities	500	500	258	1,250	1,250	1,250	-	-	-	(100.0)
Departmental agencies and account	26,134	28,418	28,073	1,500	1,500	2,150	1,900	1,988	2,077	(11.6)
Higher education institutions	-	-	-	500	500	250	750	785	819	200.0
Foreign governments and internat	-	-	-	-	-	-	-	-	-	-
Public corporations and private en	3,827	3,816	965	825	825	425	800	837	875	88.2
Non-profit institutions	-	-	-	-	-	-	-	-	-	-
Households	-	31	-	-	13	13	-	-	-	(100.0)
Payments for capital assets	1,579	1,050	402	1,036	1,261	581	346	362	378	(40.4)
Buildings and other fixed structure	1,282	483	-	400	680	-	-	-	-	-
Machinery and equipment	297	567	402	636	581	581	346	362	378	(40.4)
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	-
Software and other intangible asse	-	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-	-
Total economic classification	54,855	77,159	66,837	47,019	42,189	42,189	40,106	41,679	43,294	(4.9)

The Tourism Programme consist of a staff component of eighteen (18) employees led by the Chief Director, two (2) Directors, one (1) Deputy Director, three (3) Assistant Directors and seven (7) tourism officers. The skills in the Tourism programme range from enterprise development, regulation and compliance, strategy, planning and policy development, tourism sector performance study. The budget of the Tourism Programme largely supports enterprise development and destination development utilised for travelling accommodation, funding of tourism SMME and skills development. The Tourism Programme also deals with increasing the competitiveness through extreme sport with the Kimberley Diamond Cup by ensuring that competitors from the province travel throughout the province and other provinces in the country to compete and qualify for the main event.

The financial and human resources will be utilised to achieve the destination management, development and enhancement. The Tourism Development Directorate will use the resources to assist enterprises in the tourism industry to become competitive and relevant to the market. This will largely encourage transformation of the tourism industry as enterprises from historically disadvantaged communities will also benefit from these programs. Further the Tourism Development Directorate will use the resources to enhance tourism infrastructure which will enhance the appeal of the destination.

The financial and human resources will also be utilised by the Tourism Growth Directorate to embark on awareness and advocacy programmes. These programs will cultivate a culture of tourism among township and rural communities. This will be done through information sessions on opportunities and financial assistance that are available to township and rural communities. Furthermore, the Tourism Growth Directorate will utilise the financial and human resources to conduct studies that will determine the impact of tourism in the Northern Cape economy. This will be done through intercept surveys, visitor tracking, statistical analysis, primary and secondary research. To optimise tourism potential resources will be allocated to promote a safe environment for tourists in the province. This will be achieved through the implementation of the provincial tourism safety and awareness strategy which details planned activities included but not limited to safety awareness campaigns, identification of safety hot spots, deployment of safety monitors, strategic interaction with key stakeholders relevant to tourism safety. The backbone of integrated planning is stakeholder relations. To this end the Tourism Programme will allocate its human and financial resources to widely consult with stakeholders across the tourism value chain to ensure that community and private sector voice is recognised in the tourism plans and programmes that will be developed. The regulation, standards and compliance in the tourism industry needs adequate resources. This include but not limited to the regulation tourist guiding sector in line with the tourism act 3 of 2014 and other tourism legislation, business and corporate compliance. This process is essential for the tourism industry as it will ensure that businesses operate in accordance with set laws, regulations, and legislation of the country and entrenches legality of business in the tourism industry.

Sub-Programme: Tourism Development

Purpose

Support the development of an attractive and competitive destination Northern Cape.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26
Higher Economic Growth	Destination development.	6.1.1 Number of destination development strategic partners engaged.	-	-	-	New	8	8	8
		6.1.2 Number of tourism enterprises supported for the purposes of destination development.	-	-	-	New	15	15	15
	Enhanced provincial visitor experience.	6.1.3 Number of initiatives to enhance the provincial visitor experience.	3	6	20	9	8	8	8
	Improved provincial destination tourism infrastructure.	6.1.4 Number of Initiatives to improve destination tourism infrastructure.	-	-	New	6	3	3	3
	Enhanced tourism employment.	6.1.5 Number of employment opportunities facilitated	-	-	-	New	20	20	20

Outcome	Outputs	Output indicators	Annual Targets						
			Audited/ Actual Performance		Estimated Performance		MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26
		at provincial tourism attractions.							

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicators	Annual Target 2024/2025	Q1	Q2	Q3	Q4
6.1.1	Number of destination development strategic partners engaged.	8	2	2	2	2
6.1.2	Number of tourism enterprises supported for the purposes of destination development.	15	5	-	-	10
6.1.3	Number of initiatives to enhance the provincial visitor experience.	8	3	3	2	-
6.1.4	Number of Initiatives to improve destination tourism infrastructure.	3	-	-	-	3
6.1.5	Number of employment opportunities facilitated at provincial tourism attractions.	20	-	-	-	20

Sub-Programme: Tourism Growth

Purpose

To manage unlocking the economic potential of the provincial tourism industry through creating an enabling policy and planning environment.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Outputs Indicators	Annual Targets					
			Audited/Actual Performance			Estimated Performance	MTEF Period	
			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Higher Economic Growth	Integrated tourism planning.	6.2.1 Number of Tourism Industry Stakeholder consultations.	3	16	5	15	6	6
	Development and Up-skilling of tourist guides	6.2.2 Number of initiatives to develop the tourist guides.	-	-	-	New	4	5
	A safer tourism experience.	6.2.3 Number of Tourism safety initiatives	7	New	6	7	2	8

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/2021	2021/2022	2022/2023		2024/2025	2025/2026	2026/27
Higher Economic Growth	Community-based tourism.	6.2.4 Number of Community-Based tourism Programmes conducted.	2	-	8	18	2	10	12
	An enhanced level of service excellence in the provincial tourism industry.	6.2.5 Number of tourism industry support initiatives.	-	-	New	3	2	10	12

Output Indicators: Annual and Quarterly Targets

Indicator Number	Output Indicator	Annual Target 2024/2025	Q1	Q2	Q3	Q4
6.2.1	Number of Tourism Industry Stakeholder consultations.	6	1	1	2	2
6.2.2	Number of initiatives to develop the tourist guides.	4	1	1	1	1
6.2.3	Number of Tourism safety initiatives	2	1	-	-	1
6.2.4	Number of Community-Based tourism Programmes conducted.	2	-	1	-	1
6.2.5	Number of tourism industry support initiatives.	2	-	1	1	-

Updated key risks and mitigations from the SP

Outcome	Key Risk	Risk Mitigation
Programme 1 - Administration		
Higher Economic Growth	Structurally high / Increase in unemployment in the Northern Cape Province.	<ul style="list-style-type: none"> • Timeous payments to service providers. • Procurement as per designated groups [Women, Youth and Persons with Disability (WYPD)]. • Local economic beneficiation. • Develop, implement and monitor project plan on the filling of vacant and funded posts. • Implementation of training and development policies to ensure capable workforce. • Maintain an uninterrupted departmental electronic communication network for business enablement. • Provide technical support to the Economic Sectors, Investment, Employment and Infrastructure Development Cluster. • Economic Technical Advisory Committee (ETAC) to analyse and co-ordinate high impact projects. • Facilitate departmental strategic planning sessions. • Monitoring and evaluating the implementation of economic development interventions • Develop and implement a compliance framework for all Entities. • Facilitate continuous enterprise risk management processes.
Programme 02 – Integrated Economic Development Services		
Higher Economic Growth	Failure of businesses, a business crisis or a business collapse.	<ul style="list-style-type: none"> • Enterprise Development eco-system to provide appropriate support (financial and non-financial support). • Finalise the Draft Provincial Enterprise Development Strategy. • Implementation of enterprise and supplier development to improve the uptake of opportunities from private sector and government.
Improved levels of employment.	Lack of a skilled and educated workforce.	<ul style="list-style-type: none"> • Invest in education and training programs that align with industry needs. • Promote partnerships between educational institutions and businesses, and implement policies

Outcome	Key Risk	Risk Mitigation
		to attract and retain skilled workers. <ul style="list-style-type: none"> Collaborate with stakeholders to improve capacity of municipal LED officials.
Programme 03 – Trade and Sector Development		
Higher Economic Growth	Low / Untapped foreign direct investment into the Northern Cape Province.	<ul style="list-style-type: none"> Implementation of catalytic projects. Link prospective investors with catalytic projects. Strengthen partnerships with private sector to invest in catalytic projects. Marketing of investment projects through partnerships.
Improved levels of employment	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> Support the process of developing an Industrial Cluster Masterplan for the MME sector. Develop Renewable Energy Incubation Support model for the SMMEs. Conduct awareness engagements with firms in the Northern Cape MME sector. Engage with various departments to encourage them to participate in the programme.
Programme 04 – Consumer Protection and Business Regulation		
Higher Economic Growth	Illicit economic activities in the Northern Cape Province	<ul style="list-style-type: none"> Northern Cape Consumer Court to adjudicate over consumer related matters Collaborate with stakeholders, i.e., Municipalities, National Consumer Commission (NCC), National Credit Regulator (NCR), South African Police Services (SAPS) and South African Bureau of Standards (SABS) to ensure compliance with the Consumer Protection Act. Consumer protection forum meetings. Conduct scheduled and un-scheduled compliance inspections. Follow-up on all non-compliance notices issued.
Programme 05 – Economic Planning		
Improved levels of employment	Structurally high / increase in unemployment in the Northern Cape	<ul style="list-style-type: none"> Monitoring of the implementation of the PGDP Economic Driver and MTSF. Coordinate stakeholder engagements to ensure alignment of plans to National and Provincial economic priorities and the District Development Model (DDM).

Outcome	Key Risk	Risk Mitigation
		<ul style="list-style-type: none"> Conduct and facilitate socio-economic research that will inform economic advisory and planning.
Higher Economic Growth	Slow pace of digital transformation in the Northern Cape Province	<ul style="list-style-type: none"> Development of digital skills for the 4th industrial revolution. Prioritisation of digital infrastructure and process automation Re-prioritisation of the budget to promote digital transformation. Continuous engagement with, and co-commitment from partners
Programme 06 – Tourism		
Higher Economic Growth	Collapse of the provincial tourism industry.	<ul style="list-style-type: none"> Implementation of Tourism Sector Recovery Plan. Tourism enterprise development initiatives activated to provide financial and non-financial support. Tourism experience and infrastructure development initiatives to maintain a competitive destination with emphasis on tourist route support. Alignment with the provincial destination marketing organisation.
Higher Economic Growth	Collapse of the provincial tourism industry.	<ul style="list-style-type: none"> Implementation of the Tourism Safety and awareness strategy. Campaigns on tourism safety to create a safe and secure environment for tourism to flourish Implement know your destination programme to empower communities to protect tourism assets Update the tourism product audit

Public Entities

Name of Public Entity	Mandate	Key Outputs	Current Annual Budget (R thousand)
Liquor Board	Northern Cape Liquor Act, 2008. Amendment to the Act 2010.	<ul style="list-style-type: none"> • Licence applications approved for adjudication. • License applications outcomes prepared. • Reduce non-compliance activities in the liquor industry. • Reduction in the negative effects of alcohol abuse and responsible trading. 	15 765
Gambling Board	Northern Cape Gambling Act, 2008.	<ul style="list-style-type: none"> • Regulate all forms of gambling activities in the Northern Cape Province. • Verification of levies paid to the Department of Economic Development and Tourism. • To adjudicate on all license and certificate applications in accordance with the prescribed legislative mandate in order to ensure that compliant applicants are duly licensed in terms of the Northern Cape Gambling Act. 	17 416
The Northern Cape Trade and Investment Agency (NCEDA)	NCEDA Act, 2008	<ul style="list-style-type: none"> • Attraction of both foreign and domestic investment and provision of value-added services. • New fixed-investment and enabling infrastructure. • Marketing. • Align market with facilities available. • Coordination of capital projects. • Liaising tourism events and activities at ultimate level. 	47, 312
Northern Cape Tourism Authority (NCTA)	Northern Cape Tourism Act, 2008	<ul style="list-style-type: none"> • Unqualified Audit opinion. • Number of sustainable SMME businesses grown across the Northern Cape. • % Growth in international arrivals annually and % growth in rand value of foreign tourist direct spend. • % Growth in domestic trips 	26 533

Name of Public Entity	Mandate	Key Outputs	Current Annual Budget (R thousand)
		undertaken annually and % growth in rand value of domestic direct spend. <ul style="list-style-type: none"> Increased number of business events and increased visitor attendance at leisure events hosted in the Northern Cape. 	

Table 13.1 : Summary of departmental transfers to public entities

R thousand	Outcome			Main appropriation	Adjusted appropriation 2023/24	Revised estimate	Medium-term estimates			% change from 2022/23
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27	
Kalahari Kid Corporation	-	-	-	-	-	-	-	-	-	-
McGregor Museum (Kimberley)	-	-	-	-	-	-	-	-	-	-
Northern Cape Economic Development	28,201	44,283	19,993	19,883	63,423	63,423	47,312	22,789	23,837	(25.4)
Northern Cape Gambling Board	13,071	16,255	16,854	16,800	17,208	17,208	17,416	18,196	19,033	1.2
Northern Cape Liquor Board	13,346	13,932	14,445	14,922	15,264	15,264	15,765	16,512	17,272	3.3
Northern Cape Tourism Authority	22,942	25,152	26,076	26,097	26,712	26,712	26,533	27,780	29,058	(0.7)
Total departmental transfers	77,560	99,622	77,368	77,702	122,607	122,607	107,026	85,277	89,200	(12.7)

The Department of Economic Development and Tourism (DEDAT) does not transfer funds to the Kalahari Kid Corporation as it is a public entity of Department of Agriculture, Land Reform and Rural Development. The McGregor Museum is a public entity of Department of Sports, Arts and Culture, hence DEDAT does not transfer any funds to the entity.

Infrastructure Projects

The Department has no infrastructure projects. However, the following projects are being implemented by the Northern Cape Economic Development Trade and Investment Promotion Agency, an entity that reports to the MEC for Economic Development and Tourism:

- Boegoebaai Port Development (BB Port)
- Boegoebaai Green Hydrogen cluster and Special Economic Zone (BBGH and SEZ)
- Namakwa Special Economic Zone (NamSEZ)
- Upington industrial park (UIP)
- Upington Aviation Park
- Kathu Industrial Park (KIP)

The Department has no Public Private Partnerships

Part D: Technical Indicator Descriptions (TID) for Outcome Indicators

Programme: 1 Administration

Sub-Programme: Executive Support

Indicator Title (1.1.1)	% of submissions coordinated by the Technical Economic Sectors Employment Investment and Infrastructure Development Cluster.
Definition	The term coordination implies the action of receiving submissions from DEDaT, Entities and other economic departments. Upon receipt the submission/s is/are subjected to a quality assurance process to determine the relevance of the submission following which the submission is either recommended to the relevant body or returned to author. Continuous consultations with sector departments are conducted.
Source of data	Submissions in the form of Memorandums and/or presentations. Agenda. Minutes. Action list/Register of submissions. Emails. Attendance registers (electronic or manual).
Method of Calculation/ Assessment	$\frac{\text{Submissions Coordinated}}{\text{Submission received}} \times 100/1$
Means of Verification	Submissions in the form of Memorandums and/or presentations. Agenda. Minutes. Action list/Register of submissions. Emails. Attendance registers (electronic or manual).
Assumptions	Data always available on provincial level; reliable and useful. Stakeholders attend the meetings. Meetings take place as per proposed EXCO calendar. Resourced and budgeted. Submissions are received within Exco Calendar timeframes.
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	100%
Indicator Responsibility	Senior Manager/Director: Economic Cluster Secretariat and IGR

Indicator Title (1.1.2)	Percentage of departmental planning documents that subscribe to the Treasury Regulations as stipulated in the PFMA 1 of 1999.
Definition	These are the planning documents as stipulated in the PFMA. They include the Strategic Plan (SP) that covers the MTSF period. The Strategic Plan is compiled at the start of the 5-year period of implementation. Any amendments to the Strategic Plan in the years of implementation are reflected in the Annual Performance Plan. Hence, the SP need not be tabled every year. The Annual Performance Plan (APP) covers a financial year.
Source of data	Strategic Plan and Annual Performance Plan. Register proving delivery to relevant stakeholders.
Method of Calculation/ Assessment	$\frac{\text{Planning Documents submitted}}{\text{Planning Documents required by PFMA 1 of 1999}} \times \frac{100}{1}$
Means of verification	Strategic Plan and Annual Performance Plan. Register proving delivery to relevant stakeholders.
Assumptions	Statistics South Africa data not always available on provincial level; insufficient primary data
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	100%
Indicator Responsibility	Manager: Strategy Management

Indicator Title (1.1.3)	Percentage of departmental reporting documents that subscribe to the Treasury Regulations as stipulated in the PFMA 1 of 1999.
Definition	The Strategic Plan (SP) and the APP must form the basis for the annual reports of accounting officers as required by sections 40(1)(d) and (e) of the Act. The accounting officer is also expected to establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring. In the case of Strategy Management, it is the monitoring of non-financial performance information. This requires four quarterly reports and an annual report.
Source of data	Departmental quarterly reports. Departmental Annual Report. Register. Memorandum signed by incumbent who takes delivery of planning document/s. Emails confirming electronic submission. Acknowledgement of submission from the office of the Director-General at OTP. (Note that not all of these documents need to be presented to prove performance with the exception of the Quarterly Reports and the Annual Report.)
Method of Calculation/ Assessment	$\frac{\text{Reporting Documents submitted}}{\text{Reporting Documents required by PFMA 1 of 1999}} \times \frac{100}{1}$
Means of verification	Departmental quarterly reports. Departmental Annual Report. Register. Memorandum signed by incumbent who takes delivery of planning document/s. Emails confirming electronic submission. Acknowledgement of submission from the office of the Director-General at OTP. (Note that not all of these documents need to be presented to prove performance with the exception of the Quarterly Reports and the Annual Report.)
Assumptions	All submissions by Executive Managers to the Quarterly Reports and Annual Performance Reports are quality assured and timeous. Evidence presented to prove non-financial performance during the verification process is safe-guarded by the appointed custodians in the different departmental programmes.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	100%
Indicator Responsibility	Manager: Strategy Management

Indicator Title (1.1.4)	Number of SMME development reports
Definition	To ensure that the developmental imperatives within the NDP, Provincial Growth and Development Plan (Vision 2040) are met (and others), it is important to monitor and evaluate the progress made towards the alleviation of the triple threat (poverty, unemployment, and inequality). This indicator seeks to monitor the impact of the financial and non-financial support that the department provides to SMMEs in the Northern Cape Province. The monitoring and evaluation reports will highlight whether the financial aid provided was used for its intended purpose. The reports will also ascertain the number of jobs created and the targeted groups who benefit from the financial and non-financial support provided to SMMEs. The reports also seek to measure the impact of these interventions over more than the year under review.
Source of data	Financial and non-financial support reports from implementing programmes within the department. SMME records that include number of people employed, equity status reports, funded SMME reports from the implementing programmes within the department. Attendance registers. Training intervention reports from implementing programmes within the department. Monitoring and Evaluation reports authored by the department.
Method of Calculation/ Assessment	Simple count of the number of the SMME development reports.
Means of verification	Monitoring and Evaluation reports authored by the department.
Assumptions	Implementing programmes within the department provide the relevant information within the prescribed timeframes. SMMEs avail themselves for assessment during site visits. SMMEs provide useful and reliable information. Resources are available to conduct both monitoring and evaluation within the province of the Northern Cape.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	All districts in the province of the Northern Cape.
Calculation Type	Cumulative year-end
Reporting Cycle	Quarterly
Desired Performance	6
Indicator Responsibility	Senior Manager/Director: Strategic Management, Monitoring and Evaluation

Indicator Title (1.1.5)	Number of Risk and Integrity Management Committee reports compiled.
Definition	Risk and Integrity Management Function reports to the Risk and Integrity Management Committee on the implementation of the approved risk and integrity management implementation plans. The quarterly risk and integrity management committee report highlights the integration of the ERM in the department, this includes the implementation of risk mitigations to achieve the set outcomes and outputs. The risk and integrity management committee reports are compiled subsequent to the deliberations of the quarterly risk and integrity reports during a committee meeting. The report serves quarterly at MANCO, chaired by the HOD and is also shared with the Audit Committee on a quarterly basis.
Source of data	Risk Register, Reports, Risk and Integrity Management Implementation Plan.
Method of Calculation/ Assessment	Simple count of the Risk and Integrity Management Committee reports compiled.
Means of verification	Signed Risk and Integrity Management Committee Report
Assumptions	All or a quorum of the Risk and Integrity Management Committee members are available.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Senior Manager: Governance, Risk Management and Integrity Management.

Sub-Programme: Financial Management

Indicator Title (1.2.1)	% of expenditure within Vote 6
Definition	Monitoring and reporting on departmental budget spent for the financial year.
Source of data	NCPT Estimates of Provincial Revenue and Expenditure, Adjusted Appropriation, In-Year- Monitoring Tool, BAS Reports, Budget Tools.
Method of Calculation/ Assessment	Actual Expenditure vs Annual Adjusted Appropriation expressed as a percentage.
Means of verification.	Estimates of Provincial Revenue and Expenditure, Adjusted Appropriation, In-Year- Monitoring Tool, BAS Reports, Budget Tools.
Assumptions	Plans are aligned to the budget. In order for the budget to be spent. Completed Operational Plans. Vacant funded posts filled.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	98%
Indicator Responsibility	Chief Financial Officer.

Indicator Title (1.2.2)	% of procurement from women
Definition	This measures the amount of the Goods and Services budget spent on procuring goods and service from women in the Northern Cape.
Source of data	NCPT Invoices, CSD, Bas Reports and LOGIS Reports.
Method of Calculation/ Assessment	The total amount of goods and services budget procured locally from women over the total goods and services budget expressed as a percentage.
Means of verification	Invoices, CSD, Bas Reports and LOGIS Reports.
Assumptions	There are sufficient women-owned enterprises/businesses registered on the CSD.
Disaggregation of Beneficiaries (where applicable)	Women – 35%
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	35%
Indicator Responsibility	Chief Financial Officer

Indicator Title (1.2.3)	% of procurement from youth
Definition	This measures the amount of the Goods and Services budget spent on procuring goods and service from youth in the Northern Cape.
Source of data	NCPT Invoices, CSD, Bas Reports and LOGIS Reports.
Method of Calculation/ Assessment	The total amount of goods and services budget procured locally from youth over the total goods and services budget expressed as a percentage.
Means of verification	Invoices, CSD, Bas Reports and LOGIS Reports.
Assumptions	There are sufficient youth-owned enterprises/businesses registered on the CSD.
Disaggregation of Beneficiaries (where applicable)	Youth – 35%
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	35%
Indicator Responsibility	Chief Financial Officer

Indicator Title (1.2.4)	% of procurement from people with disabilities
Definition	This measures the amount of the Goods and Services budget spent on procuring goods and service from people with disabilities in the Northern Cape.
Source of data	NCPT Invoices, CSD, Bas Reports and LOGIS Reports.
Method of Calculation/ Assessment	The total amount of goods and services budget procured locally from people with disabilities over the total goods and services budget expressed as a percentage.
Means of verification	Invoices, CSD, Bas Reports and LOGIS Reports.
Assumptions	There are sufficient people with disabilities -owned enterprises/businesses registered on the CSD.
Disaggregation of Beneficiaries (where applicable)	people with disabilities – 2%
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	2%
Indicator Responsibility	Chief Financial Officer

Indicator Title (1.2.5)	% of invoices paid within 30 days.
Changes Definition	This measures the number of invoices paid within 30 days of receipt and then expressed as a percentage. These are the invoices that refer to suppliers/service providers
Source of data	NCPT Invoices, CSD, Bas Reports and LOGIS Reports.
Method of Calculation/ Assessment	The total amount of invoices paid within 30 days of receipt versus the total amount of invoices received from service providers, expressed as a percentage.
Means of verification	Invoices, CSD, Bas Reports and LOGIS Reports.
Assumptions	There invoices are accompanied by the relevant documentation required to effect payment within 30 days of receipt.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Bi-Annually
Desired Performance	100%
Indicator Responsibility	Chief Financial Officer

Sub-Programme: Corporate Services

Indicator Title (1.3.1)	Number of comprehensive HRD statistical reports.
Definition	The report seeks to monitor gender mainstreaming targets as set out in employment equity plan and policies.
Source of data	PERSAL Race and Gender Report (7.6.13).
Method of Calculation/ Assessment	Simple count of the number of employment equity reports.
Means of verification	PERSAL Race and Gender Report (7.6.13).
Assumptions	The information on PERSAL is accurate and up-to-date.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Employment Equity Manager.

Indicator Title (1.3.2)	% compliance with legislated disclosure requirements.
Definition	These are the disclosures of SMS members as prescribed in the Financial Disclosure Policy and SMS Handbook
Source of data	DPSA e-Disclosure System
Method of Calculation/ Assessment	Simple count of the number of SMS financial disclosures expressed as a percentage.
Means of verification	DPSA e-Disclosure System report.
Assumptions	All SMS posts are filled. All SMS members submit disclosures. Information of the DPSA e-Disclosure System is accurate. The DPSA e-Disclosure System does not experience downtime.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	100%
Indicator Responsibility	Ethics Officer

Indicator Title (1.3.3)	% Departmental compliance with legislated EPMDS requirements.
Definition	This measures compliance in terms of the prescripts of the Performance Management System.
Source of data	PERSAL
Method of Calculation/ Assessment	Simple count of legislated EPMDS requirements expressed as a percentage.
Means of verification	Persal report.
Assumptions	All employees submit signed Performance Agreements within the required timeframe.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	82%
Indicator Responsibility	HRD Manager

Indicator Title (1.3.4)	Number of departmental Health and Wellness initiatives held.
Definition	This complies with EHW framework in the public service which seeks to ensure the health and wellbeing of the staff compliment.
Source of data	Attendance registers, memoranda, invitations, reports.
Method of Calculation/ Assessment	Simple count of initiatives geared at promoting health and wellness.
Means of verification	Attendance registers, memoranda, invitations, reports..
Assumptions	Employees attend the Health and Wellness initiatives.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Responsibility Manager: EHW&D

Indicator Title (1.3.5)	Number of departmental Information dissemination initiatives implemented.
Definition	These are initiatives that seek to inform stakeholders about the department. The initiatives also seek to inform staff about their rights and responsibilities as well as to communicate the various HR/Legal policies to staff.
Source of data	Departmental Newsletters (printed and/or electronic). Invitations to attend Information Sessions (emails/Memoranda); Attendance Registers. Presentations.
Method of Calculation/ Assessment	Simple count of the Newsletters issued and/or the number of Information Sessions held by the department.
Method of verification	Departmental Newsletters (printed and/or electronic). Invitations to attend Information Sessions (emails/Memoranda); Attendance Registers. Presentations.
Assumptions	Service providers deliver Newsletters within prescribed timeframes. The intranet does not experience any downtime. Officials attend the Information Sessions.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Chief Director: Corporate Services

Indicator Title (1.3.6)	Percentage of Local Area network Uptime maintained.
Definition	The intent is to provide departmental information communication technology support on the LAN. ICT support provides a means of communication that enables information sharing with both internal and external stakeholders.
Source of data	SITA Reports. NMS Reports
Method of Calculation/ Assessment	The downtime versus uptime is calculated daily and reported monthly. The result is expressed as a percentage.
Means of verification	SITA Reports.
Assumptions	Information provided by SETA and NMS is accurate and reliable.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	95%
Indicator Responsibility	Government Information Technology Officer (GITO)

Indicator Title (1.3.7)	Percentage of Wide Area Network uptime maintained.
Definition	The intent is to provide departmental information communication technology support on the LAN. ICT support provides a means of communication that enables information sharing with both internal and external stakeholders. .
Source of data	SITA Reports. NMS Reports.
Method of Calculation/ Assessment	The downtime versus uptime is calculated daily and reported monthly and expressed as a percentage.
Means of verification	SITA Reports.
Assumptions	Information provided by SITA and NMS is accurate and reliable.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	95%
Indicator Responsibility	Government Information Technology Officer (GITO)

PROGRAMME: Integrated Economic Development Services**Sub-Programme: Regional and Local Economic Development**

Indicator Title (2.1.1)	Number of LED Projects developed in the Province.
Definition	Assistance refers to rendering project implementation and advice for priority projects. This includes concept development, terms of references, Town profiles and stakeholder coordination.
Source of data	DEDAT, RaLed, Municipalities, Stakeholders. Concept document; Concept note, Letters and projects proposals, Proof of stakeholder meetings i.e. invite, agenda, attendance register, Town profiles and presentations. Letters and proposal for funding (request for funding)
Method of Calculation/ Assessment	Simple count of the number of local economic development projects developed.
Means of verification	Concept document/s. Letters and project proposals. Invites and Agenda. Communication from municipalities.
Assumptions	Data is reliable, useful and accurate. Municipalities are resourced to implement projects. Projects are bankable.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	All five districts
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	2
Indicator Responsibility	Senior Manager: RALED

Indicator Title (2.1.2)	Number of economic development plans developed in the Province.
Definition	Interventions can consist of LED component for the IDP, LED strategy development or supporting LED strategy development, municipal statistics profile, investment profile, Red Tape Reduction proposal and research on township development. The intention is to develop local economic development policy. The strategic intention is to get one Economic Development policy developed in the Northern Cape Province.
Source of data	DEDAT reports, Municipal LED plans, Municipal LED Strategies, Municipal LED components for IDP inclusion, Red Tape analysis and report/s/ policies.
Method of Calculation/ Assessment	Simply count of the developed LED plans developed in the province.
Means of verification	Municipal LED plans, Municipal LED Strategies, Municipal LED components for IDP inclusion, Red Tape analysis and report/s.
Assumptions	The data is useful and reliable. Full cooperation from municipalities. Municipalities are fully resourced.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	All five districts
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	2
Indicator Responsibility	Senior Manager: RaLED

Indicator Title (2.1.3)	Number of LED forums conducted in the Province.
Definition	The LED Forum membership consist of public and private partners that share information, planning and projects to ensure local economic development. The meetings can also be conducted on virtual platforms.
Source of data	LED Forum related letters and proposals, LED Forum TOR, LED Forum invite, LED Forum agenda, LED Forum attendance register, Minutes and presentations.
Method of Calculation/ Assessment	Simple count of LED forums conducted in the Province.
Means of verification	LED Forum related letters and proposals, LED Forum TOR, LED Forum invite, LED Forum agenda, LED Forum attendance register, Minutes and presentations.
Assumptions	Fully capacitated and cooperative municipalities.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	All districts
Calculation Type	Cumulative Year End
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Senior Manager: RaLED

Indicator Title (2.1.4)	Number of EPWP employment opportunities reported in the Province
Definition	EPWP is a mandated reporting responsibility of the Department. The Sub-program must report all Work Opportunities created in the Department by all units and implement the DORA EPWP allocation in line with the Environmental Sector.
Source of data	DEDAT, DORA grant agreement, Transfer Agreement to implementing agent, Project proposal, Employee contract, attendance register and ID, Payroll.
Method of Calculation/ Assessment	Simple count of the number of EPWP employment opportunities created in the Province.
Means of verification	DORA grant agreement, Transfer Agreement to implementing agent, Project proposal, Employee contract, attendance register and ID, Payroll.
Assumptions	EPWP system is up to date and data is accurate. EPWP system does not experience downtime. Reaching all targeted groups and districts is dependent on the applications received and approved. All data sources are timeously received and are accurate.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	All five districts in the Province.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	150
Indicator Responsibility	Senior Manager: RaLED

Indicator Title (2.1.5)	Number of diamond beneficiation trainees registered.
Definition	The trainees enrolled at KIDJA who are supported by the department that ensures that the institution is financially resourced, supports the development of a feasible business plan and plays a proactive role in identifying strategic partners to ensure the sustainability of the institution. The actual training is the responsibility of the KIDJA. KIDJA is an implementing platform for the departments objective to diversify the economy.
Source of data	KIDJA reports. Attendance registers of trainees. Contracts of registered trainees.
Method of Calculation/ Assessment	Simple count of registered diamond beneficiation trainees.
Means of verification	DEDAT reports. KIDJA reports. Attendance registers of trainees. Contracts of registered trainees.
Assumptions	KIDJA is financially resourced. Business plan is implemented. Governance and management of the institution is functional. Candidates apply for enrolment. Candidates complete the course. Strategic partners fulfil their obligations.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	20
Indicator Responsibility	Senior Manager: RaLED

Indicator Title (2.1.6)	Number of Jewellery Manufacturing SMMEs established at KDJI.
Definition	A Jewellery Manufacturing SMME is the incubatees that is housed at KDJI. In order to mature these incubatees into self-sustaining SMMEs, the Department supports that KDJI is financially resourced, has a sound business plan and implementation plan and that the governance structure is functioning optimally. The support from the department includes the identification of strategic partners for the supply of raw product supplies, providing incubatees that are housed at KDJI with exposure to local and international exhibitions and markets and explore the manufacturing of other industrial gems.
Source of data	KDJI reports. Registers of SMMEs supported. CIPC registration details.
Method of Calculation/ Assessment	Simple count of the Number of Jewellery Manufacturing SMMEs established at KDJI.
Means of verification	DEDAT reports. KDJI reports. Registers of SMMEs supported. CPIC registration details.
Assumptions	The Diamond and Jewellery manufacturing initiatives are sustainable. Identified stakeholders are keen to support the initiatives. Jewellery Manufacturing SMMEs are committed to participate in the capacity development programmes that are offered. The SMME registers on CIPC.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually.
Desired Performance	12
Indicator Responsibility	Senior Manager: RaLED

Indicator Title (2.1.7)	Number of mining interventions facilitated.
Definition	<p>Mining is one of the major sectors contributing to the economy of the NC. SMMEs in the mining industry, especially those on doorstep communities, experience a myriad of challenges regarding, amongst others, accessing opportunities within the mines. The Mining Charter advocates for the transformation of the mining sector regarding:</p> <ul style="list-style-type: none"> • Supplier development • Procurement from SMMEs, and • Localization regarding the products used in the mining process. <p>Generally, access to finance for SMMEs is also a challenge and so it is for potential miners seeking investment to pursue mining operations. The unit will direct itself at engaging mines in an effort to change the scenario and increase the impact that mines have on these doorstep communities.</p>
Source of data	Proof of stakeholder meetings.
Method of Calculation/ Assessment	Simple count of the mining interventions facilitated.
Means of verification	DEDaT Reports, invites, agendas, communication (e.g., emails), attendance registers and meeting minutes with stakeholders.
Assumptions	Stakeholders are prepared to commit to the interventions being pursued.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Executive Manager: IEDS

Sub-Programme: Economic Empowerment, Preferential Procurement and BBBEE

Indicator Title (2.2.1)	Number of enterprises supported financially through the NEF Blended Fund
Definition	It is the financial support provided by the DEDaT, in collaboration with the National Empowerment Fund (NEF) to enterprises in the Northern Cape. An enterprise encompasses a recognized enterprise trading entity as per the Companies Act and the Co-operatives Act. This includes a PTY Ltd, CC and Co-operative. The fund is a blended fund with the DEDaT providing a grant portion.
Source of data	DEDaT approved budget and IYM from DEDaT Management Accounting, Transfer agreements, Monitoring and evaluation reports generated by Programme 2 as per transfer agreements with Memorandum of Understanding with the NEF. Quarterly Steering Committee Reports.
Method of Calculation/ Assessment	A simple count of the number of enterprises supported through the NEF Blended Fund.
Means of verification	DEDaT approved budget and IYM from DEDaT Management Accounting, Disbursement reports received from the NEF. Monitoring and evaluation reports developed by DEDaT.
Assumptions	Data and information received will be accurate. Timeous processing of documents before the end of the financial year. Budget to effect disbursement is received. Sufficient compliant applications for financial aid are received and all documentation from enterprises seeking funding is attached and the information is accurate. All funded enterprises will act according to expectation as expressed in the Transfer agreement with the NEF.
Disaggregation of Beneficiaries (where applicable)	All enterprises including the targeted groups.
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	4
Indicator Responsibility	Chief Director: IEDS

Indicator Title (2.2.2)	2.2.2 Number of enterprises supported financially through the Township and Rural Economy Grant Fund (TREGF)
Definition	<p>An enterprise can be either formal or informal. It should however be existing for a period not less than 1 year for it to be eligible for support. The informal sector refers to businesses that are operating yet are not registered with the CIPC. A formal enterprise encompasses a recognized trading entity as per the Companies Act and Co-operatives Act including new and existing enterprises.</p> <p>The assistance encompasses purchase of Material, Stock or Equipment not exceeding R100 000 per successful applicant. All applications that are successful would have been subjected to a shortlisting and verification process to ascertain whether it meets the requirements as stipulated on the application form, prior to it being supported.</p>
Source of data	Includes application forms, emails, purchase invoices, delivery records
Method of Calculation/ Assessment	Simple count of the number of enterprises supported financially through the Township and Rural Economy Grant Fund (TREGF).
Means of verification	Document signed by representative of enterprise indicating the equipment and stock that has been received. Proof of site visitation.
Assumptions	<ul style="list-style-type: none"> • That applicants meet the requirements as stipulated on the application form, • Adequate funding allocation to meet the demand
Disaggregation of Beneficiaries (where applicable)	By Districts, Gender, Disability Status, Race, Youth
Spatial Transformation (where applicable)	All districts in the Province
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	75
Indicator Responsibility	Senior Manager: ECTS & IGR

Indicator Title (2.2.3)	Number of Enterprises assisted with non-financial support services.
Definition	<p>An enterprise can be either formal or informal or have the intent to initiate a trade or service venture with the intent of generating a profit. The informal sector refers to businesses that are operating yet are not registered with the CIPC. A formal enterprise encompasses a recognized trading entity as per the Companies Act and Co-operatives Act including new and existing enterprises. The assistance will range from entity registration, marketing, training, provision of information and providing support to enterprises to access markets. Assistance can also be provided with the aid of virtual platforms.</p> <p>The access to services rendered includes assistance ranging from entity registration, marketing, business planning, training and provision of information and the service point can be either virtual or a physical measure. The support can entail developing a proposal, supporting the development of a proposal, business plan, sourcing funding support, contributing towards or implementing an initiative. This can include the library contact point initiative, the USSD project, NIBUS and access to enterprise development support and access to markets, access to services of Productivity SA, Proudly South Africa and South African Bureau of Standards (SABS), collaboration with stakeholders in the enterprise development ecosystem and facilitating the establishment of incubators and shared economic infrastructure facilities.</p>
Source of data	DEDaT reports generated by Enterprise development. Electronic forms of communication (although not exclusively). Referral letters, Invitations. Agendas, presentations, reports and attendance registers (where applicable.)
Method of Calculation/ Assessment	Simple count of the number of enterprises assisted with non-financial support services.
Means of verification	DEDaT reports generated by Enterprise development. Electronic forms of communication (although not exclusively). Referral letters, Invitations. Agendas, presentations, reports and attendance registers (where applicable.)
Assumptions	Data received will be accurate. Invitees accept invitations and sign registers accurately and completely. Resources are in place for virtual assistance to be provided. Office-generated (DEDaT) forms to prove non-financial support/assistance.
Disaggregation of Beneficiaries (where applicable)	All enterprises including targeted groups.
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	400
Indicator Responsibility	Senior Manager: Economic Empowerment

Indicator Title (2.2.4)	Number of targeted groups upskilled to participate in the mainstream economy.
Definition	These are the empowerment interventions implemented for target groups. Implementation of interventions include information sessions, training, workshops and identification of opportunities for targeted groups in the province. The intention is to implement these interventions in all districts across the province. It is not the number of people trained but the number of targeted groups represented by those trained. The targeted groups are youth, women and people living with disabilities.
Source of data	Reports, attendance registers, presentations, and programmes.
Method of Calculation/ Assessment	Simple count of the number of targeted groups upskilled to participate in the mainstream economy.
Means of verification	Reports, attendance registers, presentations, programmes. And training content for training interventions
Assumptions	The data received is accurate, useful and reliable. Targeted groups take up the opportunities provided.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Youth • Women • People with disabilities.
Spatial Transformation (where applicable)	All districts.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	3 targeted groups (women, youth and people living with disabilities)
Indicator Responsibility	Senior Manager: Economic Empowerment

Indicator Title (2.2.5)	Number of interventions conducted to capacitate HDI's to access economic opportunities.
Definition	Broad-Based Black Economic Empowerment (B-BBEE) aims to ensure that the economy is structured and transformed to enable the meaningful participation of the majority of its citizens and to further create capacity within the broader economic landscape at all levels through skills development, employment equity, socio economic development, preferential procurement, enterprise development, especially small and medium enterprises, promoting the entry of black entrepreneurs into the mainstream of economic activity, and the advancement of co-operatives. Interventions include information sessions, training, workshops and identification of opportunities for BBEE uptake.
Source of data	Reports, Attendance registers, presentations programmes and Invitations.
Method of Calculation/ Assessment	Simple count of HDI's capacitated to access economic opportunities.
Means of verification	Reports, Attendance registers, presentations, programmes and invitations
Assumptions	Data in documents is accurate, useful and reliable. HDI candidates participate in the interventions. Candidates provide accurate and current information.
Disaggregation of Beneficiaries (where applicable)	All HDI's
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> All districts in the province
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	8
Indicator Responsibility	Senior Manager: Economic Empowerment

Programme: Trade and Sector Development**Sub-Programme: Sector Development**

Indicator Title (3.1.1)	Number of Manufacturing Sector interventions.
Definition	<p>Key contributing economic sectors of the province supported:</p> <ul style="list-style-type: none"> • Manufacturing <p>Support in terms of Sector Research and Dissemination of Information to sector stakeholders, Technical Advice and other interventions such as Skills Development, Projects Identification and Implementation, Strategies and Master plans development.</p>
Source of data	DEDAT and other relevant Government Departments, Stats SA, CSIR, SARS, CIPRO, Businesses within the sector, Publications, Reports.
Method of Calculation/ Assessment	Simple count of the number of manufacturing sector interventions.
Means of verification	Performance Reports, Stakeholder Engagements, Community Engagements; Attendance Registers. Correspondence.
Assumptions	The data received from sources is accurate and reliable.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • People with disabilities
Spatial Transformation (where applicable)	All districts within the province.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annually
Desired Performance	2
Indicator Responsibility	Responsibility Manager: Sector Development

Indicator Title (3.1.2)	Number of Energy Sector interventions.
Definition	Key contributing economic sectors of the province supported: <ul style="list-style-type: none"> • Renewable energy Support in terms of interventions such as projects identification and implementation, skills development, Analysis reports on the implementation of the IPP Programme.
Source of data	DEDAT, Dept Minerals and Energy, StatsSA, CSIR, SARS, CIPRO / Businesses within the sector, IPPs.
Method of Calculation/ Assessment	Simple count of the number of energy sector interventions.
Means of verification	Performance Reports and POEs, Stakeholder Engagements, Community Engagements; Attendance Registers.
Assumptions	The data received from sources is accurate and reliable.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • People with disabilities
Spatial Transformation (where applicable)	All districts within the province.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annually
Desired Performance	2
Indicator Responsibility	Senior Manager: Sector Development

Sub-Programme: Trade and Investment Promotion

Indicator Title (3.2.1)	Number of NCEDA Investment Oversight reports compiled.
Definition	The investment oversight projects are linked to NCEDA's Trade and Investment APP for 2023/2024 which will have clearly set out objectives, budgets and deliverables which must be achieved.
Source of data	NCEDA quarterly reports. Investment project reports.
Method of Calculation/ Assessment	Simple count of NCEDA Investment Oversight reports compiled.
Means of verification	Signed NCEDA reports and Investment project reports. Signed NCEDA quarterly and Investment project reports. Letter of Intent or commitment.
Assumptions	NCEDA is fully resourced. Investment projects are bankable. Investors take up the investment opportunities. NCEDA reports are accurate and timeously submitted.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	Namakwa District, ZFM, JTG and PKS: <ul style="list-style-type: none"> • Namakwa SEZ • Boegoebaai Port • Upington Industrial Park • Kathu Industrial Park • De Aar Logistics Hub • <i>Green Hydrogen Cluster projects</i> • <i>Investment projects in priority sectors of the province</i>
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi - Annual
Desired Performance	2
Indicator Responsibility	Senior Manager: Trade & Investment Promotion

Indicator Title (3.2.2)	Number of Investment projects marketed
Definition	The aim is to actively market the Northern Cape as an ideal investment location to prospective investors both locally and abroad. This will be done through participation in local and international investment seminars and exhibitions OR through print and electronic media.
Source of data	Development of project templates or profiles. Copies of advertisements of investment projects in print or the electronic media.
Method of Calculation/ Assessment	Simple count of investment projects marketed.
Means of verification	Project templates or profiles. Copies of advertisements of investment projects in print or the electronic media. Investment publications.
Assumptions	Information on projects from companies or project owners must be reliable and accurate.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	All districts in the Northern Cape Province.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	11
Indicator Responsibility	Senior Manager: Trade & Investment Promotion

Indicator Title (3.2.3)	Number of provincial emerging exporters trained.
Definition	The aim is to train emerging and existing exporters in the province in collaboration with the Department of Trade, Industry & Competition and other stakeholders. The training includes export awareness and exporter development.
Source of data	Departmental training reports and attendance registers of enterprises trained. Training materials. Invitations.
Method of Calculation/ Assessment	Simple count of emerging enterprises trained.
Means of verification	Departmental training reports and attendance registers of enterprises trained. Invitations. Attendance registers.
Assumptions	Data provided by SEDA, Business Chambers and other stakeholders is accurate, reliable and useful. Emerging exporters take up the training opportunities and complete the course. DTIC provides the facilitator and course material for export awareness training.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Youth • Women • People with disabilities.
Spatial Transformation (where applicable)	All districts
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	60
Indicator Responsibility	Senior Manager: Trade & Investment Promotion

Indicator Title (3.2.4)	Number of entrepreneurs exposed to export opportunities.
Definition	The aim is to assist emerging exporters and established exporters to compete on international trade platforms by participating in local and international exhibitions and trade fairs, physical or virtual participation. Marketing of trade opportunities in print or electronic media. Exposing the exporters to trade leads posted on the departmental website.
Source of data	Media platforms and publications. Reports of exhibitions attended. Copies of adverts of trade opportunities in print or electronic media. Departmental reports. Trade leads posted on departmental website.
Method of Calculation/ Assessment	Simple count of entrepreneurs exposed to export markets.
Means of verification	Reports of exhibitions attended. Copies of adverts of trade opportunities in print or electronic media. Reports of exhibitions attended and registers of attendance. Trade leads posted on departmental website.
Assumptions	Data and reports provided by sources such as dti, exporters and potential exporters are accurate, reliable and useful. Entrepreneurs take up the opportunities.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	All districts
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly.
Desired Performance	18
Indicator Responsibility	Senior Manager: Trade & Investment Promotion

Indicator Title (3.2.5)	Number of mining initiatives facilitated.
Definition	<p>Support (through advocacy, industry matchmaking and investment promotion) to projects, institutions and initiatives in the Northern Cape that directly or indirectly result in the sustainable growth and development of the mining sector in the province.</p> <p>The term “facilitated” above relates to the enabling of processes for the growth of the mining sector. Facilitation may include institutional capacity development processes, processes which remove blockages for the growth of the sector, or direct support interventions which enable specific sustainable mining projects, programmes or initiatives.</p>
Source of data	Records from the mining and mineral beneficiation unit including data and information sourced from NCPG, DMRE, GMSA, StatsSA, SARS, Mintek, Council of Geoscience, SAIMM and other industry-related bodies.
Method of Calculation/ Assessment	Simple count of mining initiatives facilitated.
Means of verification	<p>Signed schedule/narrative by DEDAT of mining initiatives facilitated listing the support provided.</p> <p>Source documents in the form of the following: meeting agendas, minutes, reports, attendance registers, correspondence or any other relevant documentation, must be provided as part of the PoE. Draft and final reports of the strategy development project.</p>
Assumptions	The number of mining operations are projected to increase in the Northern Cape province leading to a continued growth of the sector. All stakeholders attend meetings and source documents are correct and timeous. Sufficient resources are available to implement initiatives. Service providers are qualified and CSD compliant.
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	All districts within the province
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	1
Indicator Responsibility	Chief Director: Trade & Sector Development

Indicator Title (3.2.6)	Number of mineral beneficiation initiatives facilitated.
Definition	Support through advocacy, provision and dissemination of information, industry matchmaking and investment promotion to projects, institutions and initiatives in the Northern Cape that directly or indirectly result in the increased mineral beneficiation activities (local processing of minerals mined in the province).
Source of data	Records from the mining and mineral beneficiation unit including data and information sourced from NCPG, DMRE, GMSA, StatsSA, SARS, Mintek, Council of Geoscience, SAIMM and other industry-related bodies.
Method of Calculation/ Assessment	Simple count of mineral beneficiation initiatives facilitated.
Means of verification	<p>Signed schedule/narrative by DEDAT of mining and mineral beneficiation initiatives facilitated listing the support provided as well as the institutions and initiatives that lead to growth of the mining sector.</p> <p>Source documents in the form of the following: meeting agendas, minutes, reports, attendance registers, correspondence or any other relevant documentation, must be provided as part of the PoE. Draft and final reports of mineral beneficiation prefeasibility studies.</p>
Assumptions	<p>The number of mineral beneficiation/processing activities are projected to increase in the Northern Cape province leading to a continued growth of the sector.</p> <p>All stakeholders attend meetings and source documents are correct and timeous. Sufficient resources are available to implement initiatives. Service providers are qualified and CSD compliant.</p>
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	All districts within the province
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	1
Indicator Responsibility	Chief Director: Trade & Sector Development

Programme 4: Consumer Protection and Business Regulation**Sub-Programme: Consumer Protection**

Indicator Title (4.1.1)	Number of districts reached through Consumer Education and Awareness Campaigns in the Northern Cape Province.
Definition	The intention is to target the five districts in the Northern Cape Province. This will ensure that consumers are educated with regards to their rights when purchasing in the marketplace. The intention is that informed citizens will lead to more responsible economic activities on the part of the suppliers and address reckless spending by consumers and reduce exploitation of consumers.
Source of data	Reports generated by the Consumer Protector with attached evidence, which includes registers, media releases (print and audio) and examples of publications.
Method of Calculation/ Assessment	Simple Count of the number districts reached through Consumer Education and Awareness Campaigns in the Northern Cape Province.
Means of verification	Reports generated by the Consumer Protector with attached evidence, which includes registers, media releases (print and audio) and examples of publications.
Assumptions	All districts have operational community radio stations. The Office of the Consumer Protector is adequately resourced.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	The spatial referencing seeks to cover the following districts in each financial year: <ul style="list-style-type: none"> • Pixley Ka Seme • Frances Baard • John Taolo Gaetsewe • Namakwa • ZF Mgcawu
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	5
Indicator Responsibility	Consumer Protector

Indicator Title (4.1.2)	% of consumer complaints resolved per annum.
Definition	The Office of the Consumer Protector and Consumer Court provides redress to consumers through mediation, investigations, inspections and adjudication of consumer related complaints of the consumers in the Northern Cape Province. This does not include the last three months of the financial year in order to provide a three-month period to resolve matters. The complaints will thus be calculated as of April until December in the specific financial year under review. Compliance inspections are subject to complaints received and cannot be arbitrary in nature, as the legislative mandate does not allow for it. Matters can also only be adjudicated after mediation and investigations fail, or if a matter is referred directly to the Court by a consumer or regulator.
Source of data	Complaints- and court Registers, complaint forms and letters to complainants.
Method of Calculation/ Assessment	$\frac{\text{number of complaints resolved}}{\text{number of complaints received}} \times \frac{100}{1}$
Means of verification	Complaints- and court Registers, complaint forms and letters to complainants.
Assumptions	Registers are accurate and current. Complaint forms are completed and submitted. That mediation and investigations take place. Complainants are open to mediation. Suppliers are co-operative. Attorneys are available for court sittings. Resources are available to guarantee travel and accommodation for attorneys and complainants/ suppliers.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	90%
Indicator Responsibility	Consumer Protector

Indicator Title (4.1.3)	Number of compliance inspections conducted.
Definition	Inspections are conducted at business premises to determine compliance or non-compliance with the Consumer Protection Act. A non-compliance notice is issued when business premises is non-compliant, and a date submitted by when the supplier should be compliant. This provides the premise for follow up inspections to ensure resolution of non-compliance.
Source of data	Register of inspections, and compliance notices.
Method of Calculation/ Assessment	Simple count of the number of compliance Inspections conducted in the province.
Means of verification	Reports generated with attached evidence, which includes registers, media releases (print and audio) and examples of publications, businesses registered.
Assumptions	The Office is adequately resourced. That suppliers will be compliant with the Consumer laws.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	The spatial referencing seeks to cover the following districts in each financial year: <ul style="list-style-type: none"> • Pixley Ka Seme • Frances Baard • John Taolo Gaetsewe • Namakwa • ZF Mgcawu
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	300
Indicator Responsibility	Consumer Protector

Indicator Title (4.1.4)	Percentage of follow up inspections conducted where non-compliance notices were issued
Definition	Inspections conducted at business premises to determine compliance or non-compliance with the Consumer Protection Act. A non-compliance notice is issued when business premises is non-compliant, and a date submitted by when the supplier should be compliant. A follow up inspection should be conducted in order to determine whether the supplier has resolved the non-compliance issue after the initial compliance inspection, as per indicator 4.1.3. This is to ensure compliance with the National Consumer Protection Act.
Source of data	Register of inspections, and compliance notices.
Method of Calculation/ Assessment	$\frac{\text{number of follow up inspections on non – compliance notices served}}{\text{number of non – compliance notices served}} \times \frac{100}{1}$
Means of verification	Reports generated with attached evidence, which includes registers
Assumptions	The Office is adequately resourced. That suppliers will resolve non-compliant issues in the time given. Suppliers avail themselves for follow-up inspections.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	The spatial referencing seeks to cover the following districts in each financial year: <ul style="list-style-type: none"> • Pixley Ka Seme • Frances Baard • John Taolo Gaetsewe • Namakwa • ZF Mgcawu
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	100%
Indicator Responsibility	Consumer Protector

Sub-Programme: Business Regulation

The organogram of the Department has been approved and Business Regulation is now included in Programme 4. Regulation Services has been included (although it is unstaffed and unfunded) in the Annual Performance Plan because it is part of the generic structures for similar units in the whole country. In order to make this sub-programme functional, to manage and facilitate the provision of business regulatory services, we need resources to do so. We will therefore require a budget for appointment of vacant positions and to draft a new legislation to regulate the industry in the province. Due to the fact that there are no warm bodies to perform this function, no targets can be inserted for this financial year.

Programme 5: Economic Planning**Sub-Programme: Economic Research and Policy Development**

Indicator Title (5.1.1)	Number of economic policies or strategies reviewed.
Definition	Economic policies and strategies reviewed to ensure alignment of provincial plans to national strategic priorities to ensure effective economic planning. These are national policies developed by and implemented by DSDB, NDT, DTIC, DSI, DMRE amongst others.
Source of data	National and provincial economic strategies; StatsSA data, IHS Global Insight data, IMF data; reviewed reports. DEDAT
Method of Calculation/ Assessment	Simple count of the number of economic policies and strategies reviewed.
Means of verification	Reviewed economic policies/strategies/reports.
Assumptions	Data in sources is accurate, reliable and useful.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Responsibility Manager: Economic Research and Policy Development.

Indicator Title (5.1.2)	Number of Socio-Economic engagements with stakeholders.
Definition	Consult different stakeholders at municipal level to ensure alignment of their plans to Economic Imperatives and to gather inputs towards the development of Provincial Economic policies. (ERRP, DDM etc.) Coordinate quarterly engagement across three spheres of government to monitor implementation and report of PGDP and MTSF chapter on Economic Development
Source of data	Municipalities, Business government departments, private sector, SOEs.
Method of Calculation/ Assessment	Simple count of the Socio-economic engagements with stakeholders.
Means of verification	Stakeholder consultation reports. Invites, correspondence agenda attendance register. Screen-grabs of attendees at virtual meetings.
Assumptions	The data provided by sources is accurate, reliable and useful.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	Frances Baard, John Taolo Gaetsewe, Pixley Ka Seme, Namakwa, ZF Mgcawu
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	5
Indicator Responsibility	Responsibility Manager: Economic Research and Policy Development

Indicator Title (5.1.3)	Number of Economic Research Projects conducted.
Definition	The target will assist the department to come with intervention measures to improve provincial economic performance and for economic planning.
Source of data	World Bank, HSRC, OECD. Research and Development. DEDAT.
Method of Calculation/ Assessment	Simple count of research reports compiled
Means of verification	Research reports.
Assumptions	The data provided in the statistical publication is accurate.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	1
Indicator Responsibility	Responsibility Manager: Economic Research & Policy Development

Indicator Title (5.1.4)	Number of Economic intelligence initiatives compiled.
Definition	The target entails a thorough analysis of global, national and provincial economic performance and advising the department on economic trends.
Source of data	Stats SA, Quantec, SARB. Research and Development
Method of Calculation/ Assessment	Simple Count of economic intelligence reports developed.
Means of verification	Research and development report.
Assumptions	The data provided in the statistical publication is accurate, reliable and useful.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	3
Indicator Responsibility	Responsibility Manager: Economic Research & Policy Development

Indicator Title (5.1.5)	Number of Economic overviews compiled.
Definition	The target entails a thorough analysis of global, national and provincial economic performance and advising the department on economic trends.
Source of data	Stats SA, , SARB. Research and Development. Economic overviews compiled.
Method of Calculation/ Assessment	Simple count of economic overviews.
Means of verification	Economic overviews compiled.
Assumptions	data in sources is accurate, reliable and useful.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	Frances Baard, John Taolo Gaetsewe, Pixley Ka Seme, Namakwa, ZF Mgcawu
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly.
Desired Performance	4
Indicator Responsibility	Responsibility Manager: Economic Research & Policy Development

Indicator Title (5.1.6)	Number of Reviewed DEDaT research agendas.
Definition	consolidation of research areas and priorities of the department to provide necessary economic intelligence/guidance for decision making and planning
Source of data	Mandatory Documents, e.g., SONA, SOPA etc. current Global, National, and provincial economic priorities (Primary and Secondary sources). Research and Development reports recommendations.
Method of Calculation/ Assessment	Simple count of reviewed research agendas.
Means of verification	Reviewed research agenda/s.
Assumptions	Data supplied in the sources is accurate, reliable and useful.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	Frances Baard, John Taolo Gaetsewe, Pixley Ka Seme, Namakwa, ZF Mgcawu
Calculation Type	Non-cumulative
Reporting Cycle	Annually.
Desired Performance	1
Indicator Responsibility	Responsibility Manager: Economic Research & Policy Development

Sub-Programme: Knowledge Economy Support

Indicator Title (5.2.1)	Number of Knowledge Management Systems supported
Definition	Procurement, development, implementation, support and maintenance of software or processes designed to capture, store, organize, retrieve, and share the organization's information, data, and expertise, to facilitate decision-making, problem-solving, and collaboration among employees and beneficiaries.
Source of data	DPSA directives; SITA Act; DEDAT KES Reports; Business Analysis Reports, Databases
Method of Calculation/ Assessment	Simple count of Knowledge Management Systems supported.
Means of verification	Memos, KES Reports.
Assumptions	The data in the report is accurate, reliable, and useful.
Disaggregation of Beneficiaries (where applicable)	Where applicable
Spatial Transformation (where applicable)	FBDM
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	1
Indicator Responsibility	Manager: Knowledge Economy Support

Indicator Title (5.2.2)	Number of Internet connectivity initiatives supported.
Definition	Planning support (Coordinate Provincial Broadband Band Steering Committee) provided to connectivity initiatives that establish fixed (Fibre, Copper) and wireless (Wi-Fi, VSAT, Radio Links) Internet access in communities of the Northern Cape Province.
Source of data	Reports: Department of Telecommunications and Postal Services (DTPS); National Broadband Policy Implementation; Broadband Infraco (BBI); State IT Agency (SITA); Sentech; Universal Services and Access Agency; Afrovision; Community Network (CN); Project Isizwe; Corporate Social Responsibility (CSR) Reports.
Method of Calculation/ Assessment	Simple count of initiatives establishing Internet connectivity in communities of the Northern Cape.
Means of verification	DEDaT connectivity reports, implementation agency reports, partners reports.
Assumptions	Public and private sector obligations to connect communities through Policy instructions are planned and funded for implemented accordingly.
Disaggregation of Beneficiaries (where applicable)	All target groups
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • PKSDM • JTG
Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired Performance	2
Indicator Responsibility	Responsibility Manager: Knowledge Economy Support

Indicator Title (5.2.3)	Number of Digital Transformation initiatives supported.
Definition	Strategic efforts and investments are made to promote the adoption, integration, and skills in digital technologies and innovation to improve efficiency, enhance service delivery, stay competitive, and reimagine company operations to adapt to the Fourth Industrial Revolution (4IR).
Source of data	Information Sources: DCDT 4IR Project Management Office; Surveys; Knowledge Economy Support Reports; Partner Reports; Invitations; Registers; Surveys; Correspondence (hard and soft copy).
Method of Calculation/ Assessment	Simple count of Digital Infrastructure initiatives supported.
Means of verification	Knowledge-Economy Support Reports; Invitations; registers; correspondence (hard and soft copy).
Assumptions	The data supplied by sources is accurate, reliable and useful.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • FBDM • ZFM
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Responsibility Manager: Knowledge Economy Support

Indicator Title (5.2.4)	Number of e-Skills development initiatives implemented or supported.
Definition	Initiatives aimed at implementing or supporting digital skills initiatives, including training, education, Hackathons, VacWork, and awareness campaigns for youth, unemployed youth, scholars, innovators, and SMMEs in collaboration with strategic partners in the NC, to promote participation in the 4IR effectively.
Source of data	Stats SA; DTPS; DCDT; WSIS (World Summit on Information Society). Knowledge-Economy Support reports; invitations; correspondence (hard and soft copy); attendance registers; presentations; reports; training material; surveys
Method of Calculation/ Assessment	Simple Count of e-skills development initiatives supported.
Means of verification	Knowledge-Economy Support Report; invitations; correspondence (hard and soft copy); attendance registers; presentations; reports; training material.
Assumptions	Data supplied by sources is accurate, reliable, and useful. Delivery partners deliver as mandated. Sufficient resources are available.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	FBDM PKSDM JTG
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Responsibility Manager: Knowledge Economy Support

Indicator Title (5.2.5)	Number of localisation initiatives implemented or supported in terms of the SKA.
Definition	Consultations in local municipalities with potential SKA beneficiaries, raising awareness on opportunities, employment, training, local procurement, and CSI initiatives, that may include the construction of research facilities, accommodation for scientists and staff, technology support services, educational programs, and tourism offerings, and closing of the skills gaps
Source of data	SARAO Reports, Compliance Reports. Minutes of meetings. Knowledge-Economy Support Reports
Method of Calculation/ Assessment	Simple count of economic development initiatives supported in the SKA regional municipalities
Means of verification	Knowledge-Economy Support reports.
Assumptions	The data received is accurate, reliable, and useful.
Disaggregation of Beneficiaries (where applicable)	All targeted groups.
Spatial Transformation (where applicable)	PKSDM Namakwa
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Responsibility Manager: Knowledge Economy Support

Tourism**Sub-Programme: Tourism Development**

Indicator Title (6.1.1)	Number of destination development strategic partners engaged.
Definition	Engagements with strategic partners for destination development with the aim to augment the Tourism Development sub-programme budget and/or human capacity. Engagement is to be understood to be the process of enlisting the selected strategic partners to stay active in support of the Tourism Development sub-programme objectives, with the goal of encouraging them to continue to add value to the sub-programme plans and budget. This may include deepening the strategic partnership relationship, mutual trust, knowledge of the sub-programme business to be nurtured throughout the partnership engagement. It will also include efforts to add value to the plans and budgets of the strategic partners where it benefits the attractiveness, competitiveness, and marketability of destination Northern Cape. Value is to be understood as committing budget and/or human capacity to contribute to the development of destination Northern Cape. Strategic partners for example may be NDT, DSAC, McGregor Museum, DAERL, NCEDA, SARAO, SAAO, SAN Parks, SATSA and SEDA but not limited to them.
Source of data	Invitations. Agendas. Minutes and/or notes verbale of engagements. Attendance registers. Value-adds achieved for destination development – budget and / or human capacity.
Method of Calculation/ Assessment	Simple count of of destination development strategic partners engaged.
Means of verification	Invitations. Agendas. Minutes Attendance registers. Progress reports – internal and/or external.
Assumptions	Strategic partner responsiveness; Resource availability.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Frances Baard district., Pixley ka Seme district. Namakwa district.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	8
Indicator Responsibility	Director: Tourism Development

Indicator Title (6.1.2)	Number of tourism enterprises supported for the purposes of destination development.
Definition	Enhance the market offering and / or business management capacity of tourism enterprises, and / or create new tourism enterprises, through financial and non-financial support, in an effort to create a more attractive, competitive and marketable destination. Any effort to enhance the market offering and / or business management capacity of tourism enterprises, and / or create new tourism enterprises, will be deemed as a contribution to destination development, that is to create a more attractive, competitive and marketable destination.
Source of data	Approved spending authorisations or signed transfer agreements (where applicable). Attendance registers. Project reports.
Method of Calculation/ Assessment	Simple count of tourism enterprises supported for the purposes of destination development.
Means of verification	Approved spending authorisations or signed transfer agreements (where applicable). Attendance registers. Project reports.
Assumptions	Sufficient number of youth and female owned tourism enterprises available and compliant at the time of the support deadline and making available valid documentation as required.
Disaggregation of Beneficiaries (where applicable)	25% youth 50% female
Spatial Transformation (where applicable)	All districts in the province.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annual
Desired Performance	15
Indicator Responsibility	Director: Tourism Development

Indicator Title (6.1.3)	Number of initiatives to enhance the provincial visitor experience.
Definition	Enhance the provincial visitor experience. Such enhancement will entail supporting tourist route forums to improve tourist route coordination, management, and marketability, improve a current tourist experience, create a new tourism experience, or solve an industry challenge that adversely impacts the functionality and attractiveness of tourism experiences offered in the Northern Cape.
Source of data	Approved spending or transfer authorisations (where applicable). Baseline Reports. Project reports.
Method of Calculation/ Assessment	Simple count of the initiatives to enhance provincial visitor experiences.
Means of verification	Approved spending or transfer authorisations (where applicable). Baseline Reports. Project reports.
Assumptions	Beneficiaries compliant at the time of the support deadline and making available valid documentation as required.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Z.F. Mgawu district. Pixley ka Seme district.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	8
Indicator Responsibility	Director: Tourism Development

Indicator Title (6.1.4)	Number of initiatives to improve destination tourism infrastructure.
Definition	Support the destination development initiatives of industry enabling tourism infrastructure. This will vary from studies and authorizations enabling infrastructure development to take place, creating conceptual plans and designs informing infrastructure development and construction to actual construction of infrastructure.
Source of data	Approved spending or transfer authorisations (where applicable). Baseline Reports. Project reports. Project-related plans, studies and/or authorizations.
Method of Calculation/ Assessment	Simple count of tourism infrastructure development initiatives.
Means of verification	Approved spending or transfer authorisations (where applicable). Baseline Reports. Project reports. Project-related plans, studies and/or authorizations.
Assumptions	Beneficiaries compliant at the time of the support deadline and making available valid documentation as required.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Pixley ka Seme district. Z.F. Mgcawu district. Frances Baard district.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	3
Indicator Responsibility	Director: Tourism Development

Indicator Title (6.1.5)	Number of employment opportunities facilitated at provincial tourism attractions.
Definition	Create employment opportunities in tourism or sectors impacting the attractiveness, competitiveness, and marketability of destination Northern Cape by working together with selected strategic partners to enable placement of recruits. DEDAT will pay the wages for this initiative and the strategic partners will offer the employment opportunities as agreed to in a memorandum of agreement. Immediate strategic partners envisaged for this initiative is DAERL and McGregor Museum but not limited to them. Placement of recruits maybe in selected provincial nature reserves and museums for instance to improve tourism services and terrain neatness, or to extend business hours. The targeted recruits maybe unemployed, under employed or working in a non-tourism sector but having the desire to work in tourism. Employment opportunities created in provincial nature reserves and museums are regarded to be tourism-related and even in case of placement in sectors impacting the attractiveness, competitiveness, and marketability of destination Northern Cape.
Source of data	Memoranda of agreement with selected strategic partners. Affidavit to confirm status of employment before commencement of this initiative. BAS proof of payment of wages. Project reports.
Method of Calculation/ Assessment	Simple count of the number of of employment opportunities facilitated at provincial tourism attractions.
Means of verification	Memoranda of agreement with selected strategic partners. Affidavit to confirm status of employment before commencement of this initiative. BAS proof of payment of wages. Project reports.
Assumptions	DAERL and McGregor Museum sign the memoranda of agreement and continue to play their role in the success of the initiative. Sufficient number of youth and female recruits available and compliant at the time of the appointment deadline and making available valid documentation as required. Sufficient resources available.
Disaggregation of Beneficiaries (where applicable)	50% youth. 50% women.
Spatial Transformation (where applicable)	All districts.
Calculation Type	Non-cumulative
Reporting Cycle	Annual.
Desired Performance	20
Indicator Responsibility	Director: Tourism Development

Sub-Programme: Tourism Growth

Indicator Title (6.2.1)	Number of Tourism Industry Stakeholder consultations.
Definition	These sessions with stakeholders in tourism are held to improve the development of tourism in the province through integrated planning. The activities will include meetings with relevant stakeholders, intercept surveys conducted with visitors to the province, forums attended by the MEC, and the Coastal and Marine Tourism Reports. The latter is informed by the outcomes of the stakeholder consultations.
Source of data	Invites, agenda, presentations, minutes of sessions. Attendance Registers, Industry performance report/s and Marine and Coastal Tourism Reports.
Method of Calculation/ Assessment	Simple count of the number of Stakeholder consultative sessions.
Means of verification	Invites, agenda, presentations, minutes of sessions. Attendance Registers, Industry performance report/s (note that not all of the above sources are required to prove that consultation sessions took place).
Assumptions	Stakeholders accept the invites to the sessions and attend them. Sufficient resources are available. Visitors participate in the intercept surveys. Information provided is accurate.
Disaggregation of Beneficiaries (where applicable)	Not Applicable.
Spatial Transformation (where applicable)	All districts within the Northern Cape Province.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly.
Desired Performance	6
Indicator Responsibility	Responsibility Manager: Tourism Growth.

Indicator Title (6.2.2)	Number of initiatives to develop the tourist guides.
Definition	Facilitate and develop tourist guides through skills development initiatives to ensure quality service offering. These interventions could include mentorship programmes, tourist guiding workshops, tourism business registration and illegal tourist guiding inspections.
Source of data	Attendance registers, and/or close-out report. Agenda.
Method of Calculation/ Assessment	Simple count of initiatives to develop the tourist guides.
Means of verification	Invites, Agenda, Attendance registers, minutes and/or close-out report.
Assumptions	Sufficient resources are available. Guides attend workshops. Qualified experts are available and are CSD compliant. Attractions are available for inspections to be conducted.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	All districts in the province (over the MTEF)
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4
Indicator Responsibility	Provincial Tourist Guide Registrar

Indicator Title (6.2.3)	Number of Tourism safety initiatives.
Definition	This includes creating awareness around tourism safety for visitors. The intention is also to extend the awareness to communities in order to create a safer environment for tourists to the province. This includes distribution of promotional material on tourism safety with particular attention to tourist attractions in the province. Consultative sessions are also conducted with the relevant stakeholders to improve safety.
Source of data	Tourism – safety material distribution register. Minutes, attendance register, agenda. Invitations. Presentations. Radio slots (audio clip, written proof from community radio station). Promotional material.
Method of Calculation/ Assessment	Simple count of tourism safety initiatives
Means of verification	Tourism – safety material distribution register. Minutes, attendance register, agenda (when meetings are held). Invitations. Presentations. Promotional material. (Note that not all of the above are necessary to prove achievement of the indicator.)
Assumptions	Community radio stations are viable. Sufficient resources are in place. Recipient signs distribution register. Stakeholders accept invites. Sufficient resources available to conduct radio interviews and print promotional material.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	All five districts with the Northern Cape (over the MTEF)
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-annual
Desired Performance	2
Indicator Responsibility	Provincial Registrar of Tourist Guides.

Indicator Title (6.2.4)	Number of Community-Based tourism Programmes conducted.
Definition	The intention is to expand accessibility of the tourism product offerings to people living with disabilities. The intention also to expose the tourism and hospitality learners in the province to tourism industry career opportunities, both provincially and nationally. The activities can include attendance at expos.
Source of data	Reports. Minutes of sessions. Attendance Registers. Presentations made at the sessions. Close down report/s. Invitations. Agenda.
Method of Calculation/ Assessment	Simple count of Community-Based tourism Programmes conducted.
Means of verification	Reports. Minutes of sessions. Attendance Registers. Presentations made at the sessions. Close down report/s. Invitations. Agenda.
Assumptions	Stakeholders attend programmes. Sufficient resources are in place. Service providers are available and CSD compliant. Learners and educators are available. Permission is granted by educational authorities. Parents sign indemnity forms.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	All districts in the Northern Cape (over the MTEF)
Calculation Type	Cumulative (year-end)
Reporting Cycle	Bi-Annual
Desired Performance	2
Indicator Responsibility	Responsibility Manager: Tourism Sector Transformation

Indicator Title (6.2.5)	Number of tourism industry support initiatives.
Definition	These initiatives include tourism-based recognition awards. The initiatives could also include promotion of extreme sporting events to position the Northern Cape as a preferred tourism destination. Recognition is based on a system where competitors/tourism product owners qualify through a process/events that may take place in other provinces during the year.
Source of data	Reports. Minutes of sessions. Attendance Registers. Presentations made at the sessions. Invitations. Close Down Reports. Promotional material. Copies of certificates awarded to successful persons.
Method of Calculation/ Assessment	Simple count of tourism industry support initiatives.
Means of verification	Reports. Minutes of sessions. Attendance Registers. Presentations made at the sessions. Invitations. Close Down Reports. Promotional material. Copies of certificates awarded to successful persons. (Not all of the above are needed to prove achievement indicator.)
Assumptions	Sufficient resources are available. Product owners are accessible. Winners of qualifying rounds avail themselves for national events. Service providers are available and CSD compliant. Internal processes allow for events to transpire.
Disaggregation of Beneficiaries (where applicable)	All targeted groups
Spatial Transformation (where applicable)	All districts in the Northern Cape
Calculation Type	Cumulative Yea-end
Reporting Cycle	Bi-Annual
Desired Performance	2
Indicator Responsibility	Responsibility Manager: Tourism Sector Transformation

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: Amendments to the Strategic Plan

Bi-lateral Agreements

The two priorities, and subsequent impacts and outcomes that resonate with the dual roles of the Department of Economic Development and Tourism are:

- Priority 2: Economic Transformation and Job Creation, and
- Priority 7: A better Africa and World.

Changes to Annual Performance Plan

Programme 1: Administration

Office of the HOD

Original Indicator	Revised Indicator
1.1.1 Technical cluster support.	1.1.1 Proceedings of the Technical Economic Sector, Investment, Employment and Infrastructure Development Cluster.
1.1.2 Economic Policy Advocacy initiatives	Economic Technical Advisory Committee (Think Tank) narratives.
1.1.3 Economic Cluster Stakeholder support	1.1.3 Progress on Economic Cluster Resolutions.
-	1.1.4 Analysis of High impact projects.

Programme 2: IEDS

Enterprise Development

Original Indicator	Revised Indicator
2.1.1 Financial support provided to enterprises.	2.2.1 Percentage of EGDF disbursed.

Programme 3: Trade and Sector Development

Trade and Investment Promotion

Original Purpose	Revised Purpose
Support export development and promote exports through targeted strategies. Support foreign direct investment flows and promote domestic investment.	Support export development and promote exports through targeted strategies. Support foreign direct investment flows and promote domestic investment. To provide resources to the economic development, trade & investment promotion agency, NCEDA, to enable it to deliver on its mandate, as defined in the Northern Cape Economic Development, Trade & Investment Promotion Agency Act, 2008 (Act No.4 of 2008).

Original Indicator	Revised Indicator
3.1.1 High impact project investment recruitment	3.1.1 Investment projects realized by NCEDA
3.1.3 Existing investor aftercare.	3.1.5 Trade enquiries facilitated by NCEDA.

Strategic Initiatives

Original Indicator	Revised Indicator
3.3.1 Diamond and Jewellery skills development agencies capacitated.	3.3.1 Diamond and Jewellery skills development agency capacitated.

Programme 5: Policy Research and Innovation

Economic Policy Development

Original Indicator	Revised Indicator
5.1.4 Economic Policy briefs.	5.1.4 Socio-economic engagements with stakeholders.

Knowledge Economy and Innovation

Original Indicator	Revised Indicator
5.3.4. e-Skills development initiatives.	5.3.4. e-Skills development initiatives implemented.
5.3.5 Reports on economic development initiatives in the SKA regional municipalities.	5.3.5 Reports on localisation initiatives implemented in terms of the SKA.

Programme 6: Tourism

Tourism Growth

Original Indicator	Revised Indicator
6.1.1 Tourism Industry Stakeholder consultation.	6.1.1 Tourism Industry Stakeholder consultation.
6.1.2 Awareness campaigns.	6.1.2 Interventions to support the tourist guiding sector.
6.1.3 Tourism Industry interventions.	6.1.3 Indigenous, heritage, culture and rural tourism awareness programmes.
6.1.4 Tourism guiding sector interventions.	Removed from Revised APP 2020/2021.
6.1.5 Illegal tourism guide campaigns.	Removed from Revised APP 2020/2021.
Output indicators reduced. Indicator 6.1.3 changed the original "Output" (Increased indigenous, rural and township Tourism Awareness) into an indicator. The "Output" was replaced with "Tourism Awareness and Advocacy Programmes."	

CHANGES TO APP 2021/2022

The following change/s were effected address the DPME Assessment Report finding on the Draft APP 2021/2022 under paragraph 2.1.1 that reads *"The department must present programme outputs and related performance information according to the approved budget programme structure."*

Name of Programme/Sub-Programme	Change effected in APP 2021/2022
Regional Economic Development Support (REDS)	Regional and Local Economic Development (RaLED)

Outlook Indicator Changes to APP 2021/2022

The following change/s were effected to address the DPME Assessment Report finding on the Draft APP 2021/2022 under paragraph 2.1.3, 2.1.4, 2.1.5, 2.1.6 and 2.1.7

Indicator in APP 2020/2021	Change/s effected
2.1.2 Enterprises assisted with non-financial support services.	Number of Enterprises assisted with non-financial support services.
2.1.3 Enterprise support initiatives.	Deleted
2.1.4 Enterprise procurement opportunities.	Deleted
2.2.1 Municipal Economic Development Projects supported	% of LED Projects approved in the province.
2.2.2 Municipalities' plans aligned to economic development policies.	Number of districts in which an LED policy is approved.
2.2.3 EPWP Work opportunities.	EPWP employment opportunities created in the province
2.2.4 Number municipalities assisted to establish a LED Forum.	Number of LED forums established at local municipalities in Province.
2.3.1 Target groups interventions.	Number of targeted groups upskilled to participate in the mainstream economy
2.3.2 BBBEE interventions.	Number of HDI's capacitated to access economic opportunities.

3.1.1 Investment promotion oversight reports	Investment projects realized by NCEDA
3.1.2 Investment Facilitation	Investment projects marketed
3.1.3 Existing investor aftercare	Number of provincial emerging exporters trained
3.1.4 Emerging exporter development	Number of entrepreneurs exposed to export opportunities.
3.1.5 Trade and promotion oversight reports	Deleted
3.3.1 Diamond and Jewellery skills development agencies capacitated.	Number of certificated diamond beneficiation graduates.
3.3.2 Diamond and Jewellery incubation agency capacitated.	Number of Jewellery Manufacturing SMMEs established by KDJI.
4.1.1 Legislatively compliant entities.	Percentage of legislatively compliant entities reporting to the MEC for Economic Development and Tourism
4.3.1 Expanded Consumer Protector reach.	Number of districts reached through Consumer Education and Awareness Campaigns in the Northern Cape Province.

Outlook Indicator Changes to APP 2022/2023

Indicator in APP 2021/2022		Change/s effected
1.3.1	Employment equity reports.	Number of departmental employment equity reports completed.
1.3.2	SMS financial disclosures	Number of departmental SMS financial disclosures completed.
1.3.3	Performance Agreements	Number of departmental Performance Agreements signed.
1.3.4	Employee Health and Wellness initiatives.	Number of departmental Employee Health and Wellness initiatives implemented.
1.3.5	Information dissemination initiatives	Number of departmental Information dissemination initiatives implemented.
1.3.6	Legal sessions	Number of departmental Legal Sessions conducted.
5.1.1	Economic strategies developed.	Number of Economic strategies developed
5.1.2	Reviewed economic policies.	Number of Reviewed economic policies developed.
5.1.3	Number of MTSF Priority implementation monitoring sessions.	Deleted.
5.1.4	Socio-Economic engagements with stakeholders	5.1.3 Number of Socio-Economic engagements with stakeholders.
5.2.1	Research reports compiled.	Number of Research reports compiled.
5.2.2	Research-and-development initiatives supported.	Number of Research-and-development initiatives supported.
5.2.3	Economic intelligence reports developed.	Number of Economic intelligence reports developed.
5.2.4	Economic overviews compiled.	Number of Economic overviews compiled.
5.2.5	Reviewed DEDaT research agenda.	Number of Reviewed DEDaT research agendas.
5.3.1	Knowledge Management Systems implemented.	Number of Knowledge Management Systems implemented.
5.3.2	Sites with access to broadband connectivity.	Number of Sites provided with access to broadband connectivity
5.3.3	Digital Infrastructure initiatives supported.	Number of Digital Infrastructure initiatives supported.
5.3.4	e-Skills development initiatives implemented.	Number of e-Skills development initiatives implemented.
5.3.5	Reports on localisation initiatives implemented in terms of the SKA.	Number of Reports on localisation initiatives implemented in terms of the SKA.
5.4.1	Monitoring reports	Number of Monitoring reports on the impact of economic development initiatives in the province.
5.4.2	Evaluation reports	Number of Evaluation reports.

Organogram Changes to APP 2022/2023

The departmental organogram was changed from Diagram A to Diagram B. The new organogram is effective 1 April 2023.

Diagram A

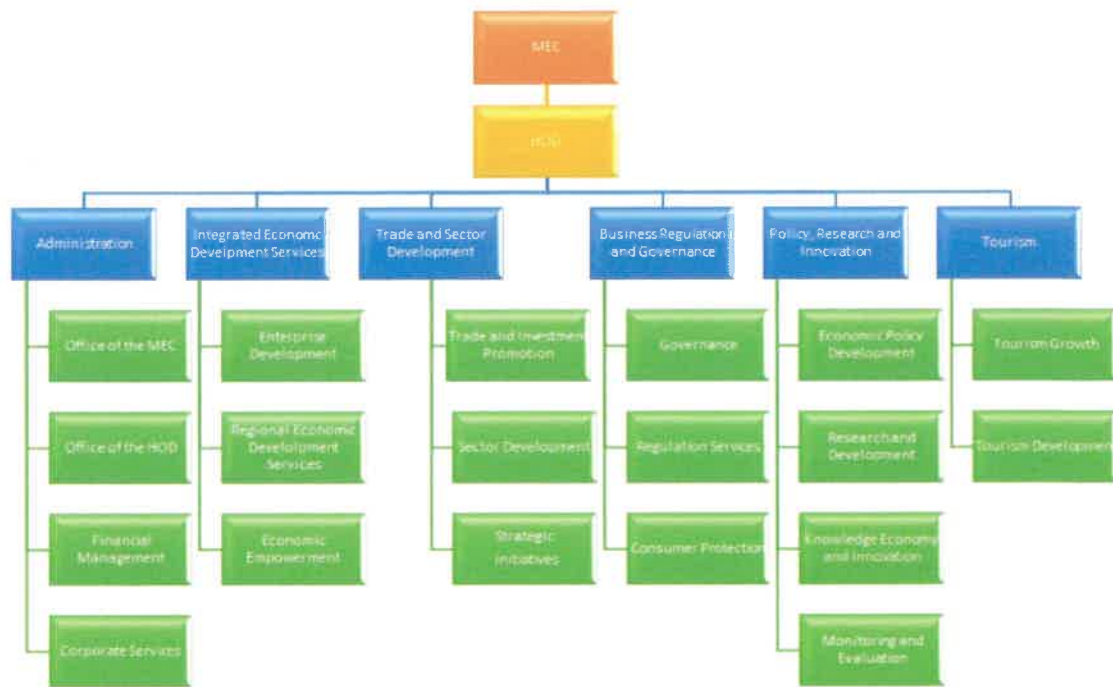
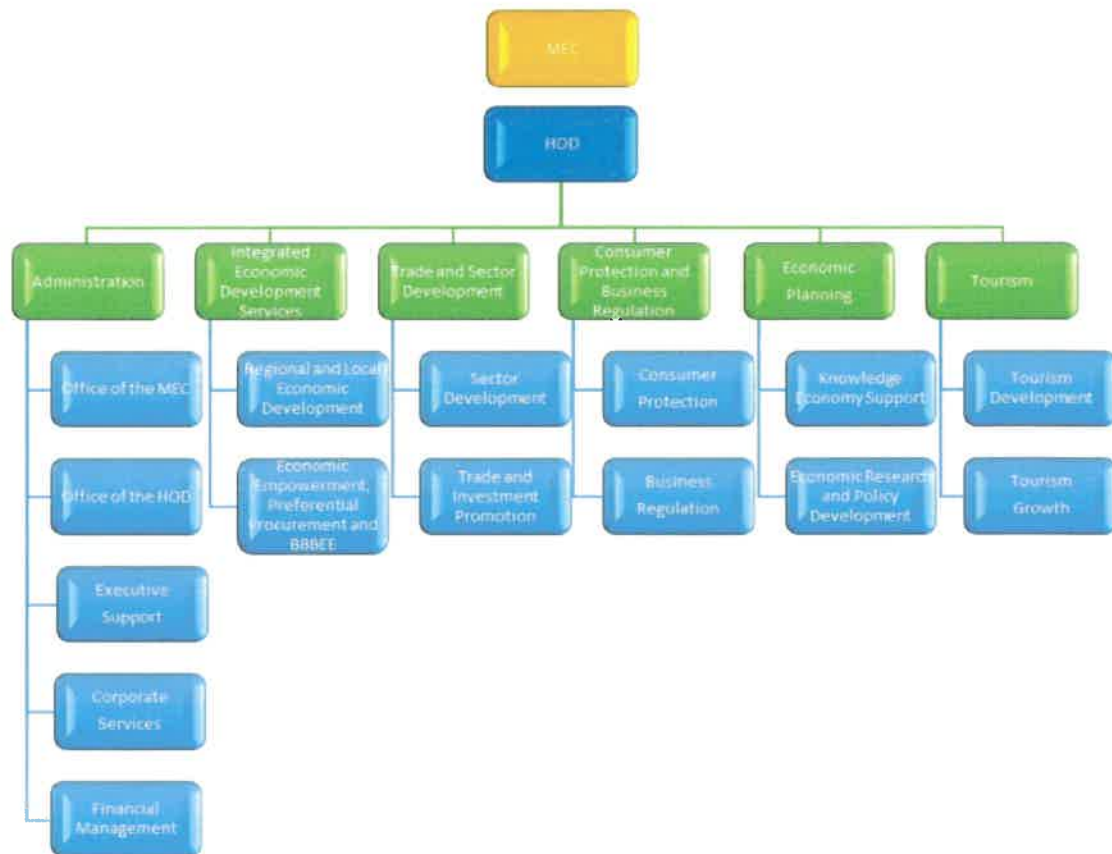


Diagram B

Narrative on the changes to the Organogram

As per a directive from the DPSA, the department had to review its organisational structure. The department embarked on this process and received concurrence on its proposed organisational Structure from the Minister of Public Service and Administration in December 2021. It is envisaged to commence with the implementation of this new structure from 1 April 2022.

The rationale for the new structure:

- To comply with the DPSA directive on structuring that came into effect on 1 September 2015
- To create a functional organogram for the department as per the DPSA requirements (previous structure did not comply).
- To align the structure to new strategic developments in order to be in a better position to carry out its strategic mandate.

- To accommodate the sub-programmes, directorates and sub-directorates created by means of ad-hoc arrangements and submissions
- To accommodate the return of Consumer Authority as part of departmental establishment
- To eliminate the situation where posts of same level report to each other or reside in the same directorate

The changes and impact of the new structure

The new structure is informed by the strategic priorities of government as well as departmental priorities. From the internal consultations, it was proposed that Department retains the existing 6 Programme Structure, with minor changes which includes the following:

- The span of control (reporting lines) will be improved and this will improve the workflow
- Instances where Senior Managers reporting to other Senior Managers will be corrected in order to ensure proper accountability of Directorates/units.
- Renaming of certain existing positions e.g., renaming HR Practitioners to Personnel Officers
- Renaming of certain Chief Directorates, Directorates and Sub – Directorates.
- Staff members will be shifted to other positions if required based on current skills where posts will be abolished.

Changes per programme:

Programme 1: ADMINISTRATION

- Chief Economist Unit and functions will be abolished in an effort to effect savings and integrates into the fact that the department is combining and abolishing positions according to its strategic mandate and operations. The functions of this unit consisted mainly of research and analysis of economic data and is duplicate of that of Programme 5 Economic Planning, where this function is carried out more comprehensively.

- The Chief Operations Officer post will be retained in the proposed structure and will be renamed, Chief Director: Corporate Services in order to comply with the generic functional structure, it was also recently vacated and is identified as a critical vacant post.
- HRD, OMF AND OD are clustered together because of budgetary constraints to create separate sub-directorates, so the three functions are combined under one sub-directorate. Early Retirements also played a role in this clustering as savings needed to be effected.
- Social Responsibility and Outreach Programmes will be located in the EHW and Diversity Management unit. This function is also a responsibility of the Office the MEC but combining it with EHW makes sense as it also encompasses special and wellness Programmes, thus it will not duplicate any EHW Functions.
- Legal Services will be combined with Labour Relations and will function with a Deputy Director and two Assistant Directors.
- The Economic Cluster is retained in the new structure but renamed to Executive Support.
- Intergovernmental Relations will combine with the Economic Cluster Secretariat to form the Directorate: Economic Cluster Secretariat and IGR in order to comply with the Generic structure, improve reporting lines and aiding in the achievement of the strategic objectives of the department.
- Strategy Management will be combined with Monitoring and Evaluation from Programme 5 to create the Directorate of Strategic Management, Monitoring and Evaluation under Executive Support. This is done in order to ensure compliance with the Generic Structure and to ensure proper reporting lines
- Risk Management will be combined with Governance from Programme 4 to form the Directorate: Governance and Risk Management. This is done in order to ensure compliance with the Generic Structure and to ensure proper reporting lines.
- The sub – directorates of Security and Records Management remain combined to form the Sub – directorate: Security and Records Management which will now form part of the Governance and Risk Management Directorate in order to improve reporting lines and improve the quality of record keeping and security as they are risk factors.

- The Security and Registry unit remains clustered together because separating the two functions would make neither of them a sub-directorate as both Deputy Director posts would not make level 11 on JE. But keeping the functions combined ensures that it retains its status as sub-directorate, headed by one Deputy Director and supported by two Assistant Directors: Security and Records and Facilities.
- Posts created additional to the establishment will be included in the new structure, amongst these posts are the Security Guards that were on contract and absorbed into the department and appointed additional to the establishment, the new structure makes provision for them in the Security and Records Sub – Directorate.

Programme 2: INTEGRATED ECONOMIC DEVELOPMENT SERVICES

- The EPWP sub-directorate that previously reported directly to the Chief Director will now report to Director: RALED, this is done to ensure that proper reporting lines are effected. Township Revitalization is now renamed Township Development and combined with EPWP as a sub-directorate under Regional and Local Economic Development.
- Economic Empowerment, Preferential Procurement and BBBEE will be a Directorate. Economic Empowerment and Enterprise Development and Preferential Procurement & BBBEE are now its sub-directorates to ensure proper re alignment of the Programme and to improve reporting lines.
- Economic Empowerment with Enterprise Development support and Co-operatives under this Directorate are also combined. This is aimed at creating a fully functional Directorate and Sub-Directorate. The two Assistant Director posts were moved to the sub-directorate Mining and Mineral beneficiation, this will enable the sub-directorate to function optimally.

Programme 3: TRADE AND SECTOR DEVELOPMENT

The Programme retains two of the three Directorates as previously structured; Sector Development, Trade and Investment Promotion will be retained and Strategic Initiatives functions will move to Programme.

Sector Development:

- Now comprises only of Manufacturing and Renewable Energy (CDM Desk) as sub-directorates.
- The Fishing and Mariculture posts are abolished. Functions remain the same in the Sector Development Directorate. This was done to effect proper reporting lines.
- The post of Senior Manager Mining and Mineral Beneficiation will be abolished and Preferential Mining Procurement functions will now move to Programme 2 under the sub directorate Preferential Procurement & BBBEE sub directorate in order to avoid duplication of the functions.

Strategic Initiatives:

- The sub- directorates' Mining and Mineral Beneficiation under Strategic initiatives will be combined and moved to Programme 2 under RALED as a sub-directorate so as to save costs in terms of vacancies and still function effectively. The two Assistant Director posts from Empowerment and Enterprise Development will be moved to the sub-directorate Mining and Mineral beneficiation, this will enable the sub-directorate to function optimally.
- The post of Senior Manager Diamond Projects (Mining and mineral beneficiation) is abolished. However, the functions will be retained under the Trade and Investment sub-directorate. This is done to effect proper reporting lines, to achieve strategic objectives and effect savings. Renewable energy (CDM) will move as a sub – directorate to Sector Development.
- Abolished posts are in line with the effort to effect savings and linking positions according to their strategic mandate and operations in the department.
- The Secretary post of Strategic Initiatives will be utilised in the RALED Directorate under Programme 2. This post will perform a support function to the Director of RALED. The Director post of Strategic Initiatives will be utilised in Governance and Risk Management under Executive Support in Programme 1. This will ensure that the functions of the Governance and Risk Management Directorate are performed effectively.

Trade and Investment Promotion:

- Will comprise of Trade Promotion Sub-Directorate and Investment Promotion sub-directorates. The Trade and investment sub-directorates are combined. Vacant and unfunded posts were removed as per the requirement of the DPSA, but at the same time ensuring that the functions will be performed optimally.

Programme 4: CONSUMER PROTECTION AND BUSINESS REGULATION

In Programme 4, the following changes will be effected:

- Renaming Programme 4 to Consumer Protection and Business Regulation (from Business Regulation and Governance.)
- Previously, the Consumer Protector was part of the department, however at one stage it became a stand- alone authority and operated as an Entity. It will now once again form part of the Department.
- Governance will be moved to Executive Support in Programme 1 in order to comply with the generic structure, improving reporting lines and to carry out the mandate of the department more efficiently.
- Therefore, the Business regulation sub – directorate will consist only of one Deputy Director.
- There are some anomalies regarding reporting lines in the Consumer Protection Directorate, furthermore Consumer Protection legislation needs to be reviewed.

Programme 5: ECONOMIC PLANNING

The programme was formerly known as “Policy, Research and Innovation.”

This Programme will retain two of its previous four Directorates namely:

- Economic Research and Policy development, which is a result of the combination of Research Development and Policy and Planning. This will ensure effective and efficient functioning of the directorate.
- Knowledge Management which will be renamed Knowledge Economy and Support.
- The post of Director Research and Development was vacant and has been abolished. The secretary post will move to Knowledge Management in order to provide a support function to the Director.
- Monitoring and Evaluation is combined with Strategy Management to create the Directorate of Strategic Management, Monitoring and Evaluation under Executive Support in Programme 1. This is done in order to ensure compliance with the Generic Structure and to ensure proper reporting lines.

- The posts and functions of Information Management and Support Systems have been moved to Programme 1 under Corporate Affairs in order to comply with the generic functional structure.

Programme 6: TOURISM

- The sub- directorates under both Tourism Development and Tourism Growth will be combined to ensure that functions are performed effectively and efficiently.
- The Tourism Industry Development and Tourism Partnerships units under Tourism Development are combined to form one sub-directorate i.e., Tourism Industry and destination development. It will be the best option given the rule that the structure be linked with current warm bodies.
- Domestic Tourism Policy, Tourist guiding and business administration and Tourism Industry Standards under Tourism growth will be combined into one sub-directorate namely Tourism Industry Administration, Partnerships and Domestic Policy.

Changes to Annual Performance Plan 2023/2024

Indicator	Original Indicator	Revised Indicator
1.3.1	Number of departmental Employment equity reports completed	Number of comprehensive HRD statistical reports.
1.3.2	Number of SMS Financial Disclosures submitted.	% compliance with legislated disclosure requirements.
1.3.3	Percentage of departmental Performance Agreements submitted	% Departmental compliance with legislated EPMDS requirements.
2.1.3	Number of LED forums established at local municipalities in the Province.	Number of LED forums conducted at local municipalities.
2.1.2	Number of economic development policies developed in the Province.	Number of economic development plans developed in the Province.
2.1.5	Number of certificated diamond beneficiation graduates.	Number of diamond beneficiation trainees registered.
3.1.1	Number of economic sectors supported.	Number of Manufacturing Sector interventions.
3.1.2		Number of Energy Sector interventions
3.2.1	Number of Investment projects realised by NCEDA	Number of Investment projects supported by NCEDA
5.1.1	Number of Economic policies reviewed.	Number of economic policies or strategies reviewed
5.1.3	Number of research reports compiled.	Number of Economic Research Projects conducted.
5.1.4	Number of Economic Intelligence reports compiled.	Number of Economic intelligence initiatives compiled
5.2.2	Number of Sites provided with access to broadband connectivity.	Number of Internet connectivity initiatives supported.
5.2.4	Number of e-Skills development initiatives implemented.	Number of e-Skills development initiatives implemented and supported.
5.2.5	Number of Reports on localisation initiatives implemented in terms of the SKA.	Number of localisation initiatives implemented in terms of the SKA.
6.1.1	Number Of Destination Development Stakeholder Relationships	Number of stakeholder engagements for facilitating destination enhancement.
6.1.2	Number of Tourism Enterprises Supported	Number of tourism enterprises supported for the purposes of business sustainability
6.1.4	Number of Industry Enabling Tourism Infrastructure Development Interventions	Number of Initiatives to improve destination tourism infrastructure.
6.1.5	Number of Tourism Industry Compliance Interventions	Number of Tourism Industry Grant Compliance Interventions.
6.2.5	Number of responsible tourism programmes conducted.	Number of tourism industry support initiatives.

AMENDMENTS TO THE STRATEGIC PLAN 2020-2025 IN THE 2024/2025 APP

None.

Changes to Annual Performance Plan 2024/2025

Indicator	Original Indicator	Revised Indicator
1.1.1	% of recommendations accepted by the Economic Sectors Employment Investment and Infrastructure Development Cluster.	% of submissions coordinated by the Technical Economic Sectors Employment Investment and Infrastructure Development Cluster.
1.1.4	Number of Monitoring reports on the impact of economic development initiatives in the Province.	Number of SMME development progress reports.
1.1.5	Number of evaluation reports.	Deleted
1.1.6	Percentage of legislatively compliant entities reporting to the MEC for Economic Development and Tourism	Deleted
1.2.2	% of departmental budget spent on procurement.	Deleted.
1.3.4	Number of departmental Social responsibility, Diversity and Health and Wellness initiatives held.	Number of departmental Health and Wellness initiatives held.
2.1.3	Number of LED forums conducted at local municipalities.	Number of LED forums conducted in the Province.
2.2.1	Percentage of contribution to SMME blended fund disbursed.	Number of enterprises supported financially.
5.2.1	Number of Knowledge Management Systems implemented	Number of Knowledge Management Systems supported
5.2.3	Number of Digital Infrastructure initiatives supported.	Number of Digital Transformation initiatives supported.
5.2.4	Number of e-Skills development initiatives implemented and supported.	Number of e-Skills development initiatives implemented or supported.
5.2.5	Number localisation initiatives implemented in terms of the SKA.	Number of localisation initiatives implemented or supported in terms of the SKA.
6.1.1	Number of stakeholder engagements for facilitating destination enhancement.	Number of destination development strategic partners engaged.
6.1.2	Number of tourism enterprises supported for the purposes of business sustainability.	Number of tourism enterprises supported for the purposes of destination development.
6.1.5	Number of Tourism Industry Grant Compliance Interventions.	Number of employment opportunities facilitated at provincial tourism attractions.
6.2.2	Number of Interventions to support the tourist guiding sub-sector.	Number of initiatives to develop the tourist guides.

ANNEXURE B: Conditional Grants

Name of grant	Purpose	Outputs	Current Annual Budget (R thousands)	Period of grant
EPWP	The Programme's objectives are to use existing government and public entity budgets to reduce and alleviate unemployment and increase the ability of workers to earn an income, either through the labour market or through entrepreneurial activity.	150 WO	To be submitted upon final determination of the budget.	2024/25

ANNEXURE C: Consolidated indicators.

There are no consolidated indicators.

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ANNEXURE D: District Development Model

	2020-2025					
	Project Description	Budget Allocation	District Municipality	Location GPS coordinates	Project Leader	Social Partners
Financial support to enterprises	EGDF	-	Frances Baard	28.4251° S, 24.3341° E	D Christians	Municipalities
			Z F McGawu	28.0445° S, 21.4753° E		
			John Taolo Gaetsewe	27.2210° S, 23.1918° E		
			Namakwa	30.4218° S, 19.9497° E		
			Pixley Ka Seme	30.1787° S, 23.3824° E		
	Informal Sector (NIBUS and IMEDP)	130 000	Frances Baard	28.4251° S, 24.3341° E	D Christians	Municipalities
			Z F McGawu	28.0445° S, 21.4753° E		
			John Taolo Gaetsewe	27.2210° S, 23.1918° E		
			Namakwa	30.4218° S, 19.9497° E		
			Pixley Ka Seme	30.1787° S, 23.3824° E		
Non-financial support to enterprises	Business Advice; Information sharing; Coaching; Outreach programmes CIPC Services	500 000	Frances Baard	28.4251° S, 24.3341° E	D Christians	Municipalities
			Z F McGawu	28.0445° S, 21.4753° E		
			John Taolo Gaetsewe	27.2210° S, 23.1918° E		
			Namakwa	30.4218° S, 19.9497° E		
			Pixley Ka Seme	30.1787° S, 23.3824° E		
Economic Empowerment						
Financial and Non-Financial support for target groups	Training for SMME's in the clothing and textile (Covid 19 intervention)	50 000	Frances Baard	28.4251° S, 24.3341° E	A Ntidisang	Municipalities
				28.4251° S, 24.3341° E		
	Entrepreneurship training	30 000	Frances Baard	28.4251° S, 24.3341° E	A Ntidisang	Municipalities
30 000		Pixley ka Seme	30.1787° S, 23.3824° E			
	Cleaning and Hygiene training (Covid 19 intervention)	100 000	All districts	28.4251° S, 24.3341° E 28.0445° S, 21.4753° E 27.2210° S, 23.1918° E 30.4218° S, 19.9497° E	A Ntidisang	Municipalities

	2020-2025					
	Project Description	Budget Allocation	District Municipality	Location GPS coordinates	Project Leader	Social Partners
				30.1787° S, 23.3824° E		
	Verification training	30 000	Frances Baard	28.0445° S, 21.4753° E	A Ntidisang	Municipalities
	Enterprise and supplier development training	30 000	Frances Baard	27.2210° S, 23.1918° E	A Ntidisang	Municipalities
				30.4218° S, 19.9497° E		
				30.1787° S, 23.3824° E		
Sector Development						
Electricity (not direct)	A metals industrial cluster that aims at promoting value addition in the steel industry and other metals-related products. (The project will enhance the level/rating of the municipality by ESKOM to increase capacity allocation from the current level.)	R2.8 million	JTG – specifically the Ga-Segonyane Municipality along the N14, 1 kilometre east of Kuruman.	27.2210° S, 23.1918° E 27.4635° S, 23.4363° E	Y. Gqabaza.	Mining Houses, IPPs, Community structures, Business, Organised labour, Institutions of higher learning and NGOs.

ANNEXURE E: SERVICE DELIVERY IMPROVEMENT PLAN: 2023 - 2025

KEY SERVICES					
NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVINDENCE
The support and development of SMMES cooperatives in the Northern Cape.	Limited access to departmental services for all SMMES and cooperatives.	Increased access to Departmental services and more regular interaction between SMMES and stakeholders (department & financial institutions)	0%	Well informed and an increase in financed SMMES in the Northern Cape.	2021/2022 Annual Performance Reports. SDM SDIP Annual Progress Reports. SDIP Impact Assessment Report.
	Limited departmental footprint in the province.				
	Limited interaction between SMMES and stakeholders (department & financial institutions)				
	Capacitating more HDI's to access economic opportunities.	Increased number of HDI's having access to economic opportunities.	0%	More HDI's with access to economic opportunities.	2021/2022 Annual Performance Reports. SDM SDIP Annual Progress Reports. SDIP Impact Assessment Report.
	Exposing more entrepreneurs to export opportunities.	Increased number of entrepreneurs exposed to export opportunities.	0%	More entrepreneurs exposed to export opportunities.	2021/2022 Annual Performance Reports. SDM SDIP Annual Progress Reports. SDIP Impact Assessment Report.

KEY SERVICES				
NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET
	Supporting more Tourism Enterprises	Increased number of Tourism Enterprises supported.	0%	More Tourism Enterprises supported.
				2021/2022 Annual Performance Reports. SDM SDIP Annual Progress Reports. SDIP Impact Assessment Report.
Resolution of Consumer complaints	% of consumer complaints resolved	80% of consumer complaints resolved.	80 %	2021/2022 Annual Performance Reports. Consumer complaints register Customer surveys/ awareness campaign reports. SDM

BATHO PELE STANDARDS					
BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	Pledge by officials to observe the Code of conduct and Service Charters	100% officials compliant	20% officials compliant	80 % officials compliant	Quarterly Batho Pele Reports and Quarterly Departmental Performance Reports.
	Wearing of name tags	100% of officials wearing name tags.	20 % officials wearing name tags	80 % officials wearing name tags	
	Staff information sessions to remind officials on professional standards of the public service.	Advocacy sessions to remind officials about the code of conduct and service charters.	100%	100%	Agendas and attendance registers
	Integrity Management	100%			E-disclosure Report
WORKING ENVIRONMENT STANDARDS:	A fully trained and functional Occupational Health & Safety (OHS) committee.	Fully trained and operational OHS Committee	30%	60%	Quarterly and Annual OHS reports and Departmental performance reports.
	Facilitating and maintaining a conducive working environment for officials to function optimally.	Optimal performance of officials	50%	70%	EEMC presentations Reports from facilities
	Maintenance of LAN and WAN network uptime.	Maintenance of 95% LAN and WAN uptime	95%	95%	SITA Reports
1) ACCESS STANDARDS:	All Departmental buildings disabled friendly.	All departmental buildings disabled friendly	All buildings disabled friendly	All buildings disabled friendly	SDIP Annual progress Report and Quarterly Performance Reports.

BATHO PELE STANDARDS				
BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET
	Signage (internal & external) at all Departmental buildings. Access control at all buildings. Access to departmental services through ICT initiatives: Digital SMME Support Portal.	Signage at all departmental buildings. Access control at all buildings. Access to departmental services through ICT initiatives: Digital SMME Support Portal	30% of buildings with signage Access control at all buildings. 20% usage by SMMEs	70% of buildings with signage Improved access control at all buildings. 50 % usage by SMMEs
2) INFORMATION STANDARDS:	Information is provided to enterprises - During visits to the department offices - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on	Information is provided to enterprises - During visits to the department offices - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on	Information is provided to enterprises - During visits to the department offices - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on	Information is provided to enterprises - During visits to the department offices - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on
				Quarterly Batho Pele Reports & SDIP Annual Progress Report.

BATHO PELE STANDARDS					
BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
	the departmental website. Service Charters displayed at all buildings.	the departmental website. Service Charters displayed at all buildings.	the departmental website. Service Charters displayed at 30 % of DEDaT buildings.	the departmental website. Service Charters displayed at 70% all buildings.	
3) REDRESS STANDARDS:	The effective implementation of the Client Complaints and Compliments Management Policy.	Implementation of the Clients Complaints and Compliments Management Policy. Turnaround time (25 days)		100 % Acknowledgement rate of receipt within 3 days 75 % of complaints resolved within 25 days from the date of receipt. Feedback on progress made after every 30 working days on cases not resolved within 25 working days. A developed and fully operational digital complaints management system.	Quarterly and Annual Batho Pele and SDIP Progress Reports.
4) INFORMATION STANDARDS:	Information is provided to enterprises - During visits to the department offices	Information is provided to enterprises - During visits to the department offices	Information is provided to enterprises - During visits to the department offices	Information is provided to enterprises - During visits to the department offices	Quarterly Batho Pele Reports & SDIP Annual Progress Report.

BATHO PELE STANDARDS				
BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET
	<ul style="list-style-type: none"> - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on the departmental website. 	<ul style="list-style-type: none"> - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on the departmental website. 	<ul style="list-style-type: none"> - During telephonic consultations and at - Public events/ Imbizos - Information on departmental services as well as opportunities that are available for businesses is available on the departmental website. 	
	Service Charters displayed at all buildings.	Service Charters displayed at all buildings.	Service Charters displayed at 30 % of DEDaT buildings.	Service Charters displayed at 70% all buildings.
5) REDRESS STANDARDS:	The effective implementation of the Client Complaints and Compliments Management Policy.	Implementation of the Clients Complaints and Compliments Management Policy. Turnaround time (25 days)		100 % Acknowledgement rate of receipt within 3 days 75 % of complaints resolved within 25 days from the date of receipt.
				Quarterly and Annual Batho Pele and SDIP Progress Reports.

BATHO PELE STANDARDS					PORTFOLIO OF EVIDENCE
BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	
6) CONSULTATION STANDARDS:				Feedback on progress made after every 30 working days on cases not resolved within 25 working days.	
				A developed and fully operational digital complaints management system.	
	Visitor Satisfaction Survey Questionnaire will be utilized to collate and analyse client satisfaction feedback.	Quarterly (4) surveys conducted to analyse client satisfaction.	0% (New KPI)	Quarterly (4) surveys conducted to analyse client satisfaction over the 3- year term of the SDIP.	Customer satisfaction survey reports. Annual Reports
7) OPENNESS & TRANSPARENCY STANDARDS:			0%	Quarterly (4) outreach sessions held to address service delivery issues over the 3- year term of the SDIP.	Reports on outreach sessions. EEMC Presentation
	Departmental Annual Report.	Department's Annual Report outlining services, performance, management, and budget.	Department's Annual Report outlining services, performance, management, and budget, printed and distributed to all stakeholders.	Department's Annual Report outlining services, performance, management, and budget, printed and distributed to all stakeholders.	Annual report
	The display of service charters and the	The display of service charters and the	The display of service	The display of service	Service Charter Printouts and photographs

BATHO PELE STANDARDS					
BATHO PELE PRINCIPLES & SET STANDARDS	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
	communication of service standards using various platforms. Adherence to POPI Act	communication of service standards using various platforms. Adherence to POPI Act measures	charters at 30 % of departmental buildings and the communication of service standards using various platforms. 100%	charters at 70% of departmental buildings and the communication of service standards using various platforms. 100%	POPI Act manual
8) SERVICE STANDARDS	Set service standards on services provided by DEDaT	100% Set service standards informed by Business Process Mapping and activity-based BPM on all services provided by the department. 100% SOPs developed on all services provided by the department. Service specific charters displayed at all buildings.	60 % of services with set service standards. 30% of services with developed SOP's Service Charters displayed at 30 % of DEDaT buildings.	80 % of services with set service standards. 50 % of services with developed SOP's Service Charters displayed at 70 % of DEDaT buildings.	Service Standards Draft and approved SOPs Service Charters printouts & photographs.
9) VALUE FOR MONEY	No fruitless and wasteful expenditure. No unsatisfactory performance of employees.	Unqualified audit outcome 100% above average performance.	0% (New KPI)	60%	Audit Report Performance Management Outcomes/Report

CHANGE MANAGEMENT PLAN					
	KEY INDICATORS (KPI)	PERFORMANCE	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
IDENTIFIED CONSULTATION:	Stakeholder analysis based on status of influence and role to be played by each category of stakeholder		Consultation with each category of identified stakeholders at least once a quarter to monitor the progress made towards the implementation of change management programmes.	Identified stakeholder structures with clear role clarification working cooperatively and collaboratively on change management programmes.	Minutes of stakeholder meetings and engagements.
COMMUNICATION MEASURES REQUIRED:	Various communication media to be used to communicate with stakeholders during the implementation of the SDIP to manage change.		Identify effective media to be used for various stakeholders such as: Newsletters, radio and newspaper, pamphlets, DEDaT website for external stakeholders and social media. Emails and DEDaT Intra- net for internal stakeholders.	Newsletters, radio, and newspaper advertisements pamphlets, DEDaT website for external stakeholders and social media. Emails and DEDaT Intra- net for internal stakeholders.	SDIP Communication Plan
INTERVENTIONS REQUIRED INTERNALLY:	Various communication media to be used to communicate with internal stakeholders during the implementation of the SDIP to manage change		Emails and DEDaT Intra- net for internal stakeholders.	Emails and DEDaT Intra- net for internal stakeholders.	SDIP Communication Plan
INTERVENTIONS REQUIRED EXTERNALLY:	Various communication media to be used to communicate with external stakeholders during the implementation of the SDIP to manage change		Newsletters, social media, adverts, pamphlets, DEDaT website for external stakeholders.	Newsletters, social media, adverts, pamphlets, DEDaT website for external stakeholders.	SDIP Communication Plan

4. MONITORING, REPORTING AND EVALUTION PLANS	
MONITORING PLAN:	<ul style="list-style-type: none"> • Implementation of the SDIP will be monitored through quarterly and annual reports • Consolidated monitoring reports, will be compiled by the SDIP Coordinators in the OMF Unit for presentation and discussion at the Planning Forum and Management meetings. • The presentations and discussions will ensure that areas of intervention are identified and are addressed. • Feedback on progress reports will be share among the role-players to ensure service delivery improvement.
REPORTING PLAN:	<ul style="list-style-type: none"> • Quarterly reports will be compiled and submitted to OTP & DPSA • The reports will provide information on the quarterly performance against set targets, reasons for deviation where targets were not achieved as well as plans / actions to ensure improved performance. • The quarterly and Annual SDIP reports will be signed off by the Chief Director: Corporate Services as per DPSA Delegations. • The performance against the SDIP will be reported in the departmental Annual Performance Report and the Annual SDIP report will be submitted to the Department of Public Service and Administration (DPSA) as required.
EVALUATION PLAN:	<ul style="list-style-type: none"> • An impact assessment will be conducted after two years in order to assess the change/impact that resulted from implementing the SDIP. • The assessment will be conducted utilizing customer satisfaction survey on the improved service as well as the review of reports on the performance against the service standards.

IMPACT ASSESSMENT MEASURES					
	KEY INDICATORS (KPI)	PERFORMANCE	BASELINE: YEAR 0	OVERALL SDIP TARGET	PORTFOLIO OF EVIDENCE
SATISFACTION MEASURES:	Feedback received from surveys and complaints managements system		0%of satisfaction levels per service area (New KPI)	Desired 20% increase of satisfaction levels per service area	Customer Satisfaction Survey Report/ Complaints reports post survey of SDIP implementation.
ECONOMY MEASURES:	Operational plans and quarterly reviews		Operational plans and quarterly reviews	Effective management of budget against plans	Annual reports Quarterly performance reports
EFFICIENCY MEASURES:	Overall performance of service delivery programmes		50%	70	Annual Report
EFFECTIVENESS MEASURES:	All departmental forum and committee meetings		Quarterly	Quarterly	Minutes and presentation from EEMC, Planning Forum etc. Quarterly Reviews