

**Moses Kotane  
Research Institute**

Research · Innovation · Excellence


**ANNUAL  
PERFORMANCE  
PLAN**


2026/2027

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## LIST OF ACRONYMS

<b>MKRI</b>	<b>Moses Kotane Research Institute</b>
AGSA	Auditor General of South Africa
APP	Annual Performance Plan
ASB	Accounting Standards Board
BI	Business Intelligence
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPI	Consumer Price Index
CSD	Central Supplier Database
DDM	District Development Model
EDTEA	Economic Development, Tourism, and Environmental Affairs
EEP	Employment Equity Plan
EMC	eThekweni Maritime Cluster
GBV	Gender Based Violence
GDP	Gross Domestic Product
GEYODI	Gender Equity, Youth Development, and Inclusion
GRAP	Generally Recognised Accounting Principles
GNU	Government of National Unity
ICT	Information Communication Technology
IFRS	International Financial Reporting Standard
IGR	International Relations
IMF	International Monetary Fund
IP	Intellectual Property
IST	Information Services and Technology
KZN	KwaZulu-Natal
KZN COGTA	KwaZulu-Natal Corporate Governance and Traditional Affairs
KZN DOT	KwaZulu-Natal Department of Transport
KZN PT	KwaZulu-Natal Provincial Treasury
MKRI	Moses Kotane Research Institute
MTDP	Medium Term Development Plan

<i>MTSF</i>	Medium Term Strategic Framework
<i>NDP</i>	National Development Plan
<i>NPO</i>	Non-Profit Organisation
<i>OD</i>	Organisational Development
<i>OTP</i>	Office
<i>PDGS</i>	Provincial Development Growth Strategy
<i>PDI</i>	Previously Disadvantaged Individuals
<i>PGU</i>	Provincial Government of Unity
<i>PFMA</i>	Public Finance Management Act
<i>PHD</i>	Doctor of Philosophy
<i>QLFS</i>	Quarterly Labour Force Survey
<i>SARB</i>	South African Reserve Bank
<i>STI</i>	Science Innovation and Technology
<i>SWOT</i>	Strength Weakness Opportunity Threat
<i>SP</i>	Strategic Plan
<i>USA</i>	United States of America



**Rev. Musa Zondi**  
MEC for Department of Economic  
Development, Tourism and Environmental Affairs

The 2026/2027 Annual Performance Plan (APP) of the Moses Kotane Research Institute (MKRI) is presented at a time when the global and domestic economies continue to experience subdued growth, structural imbalances, and heightened uncertainty. Across both developed and developing nations, governments are increasingly relying on robust, evidence-based research to navigate these complexities, stimulate growth, and achieve inclusive and sustainable development outcomes.

In South Africa, the challenge of slow economic growth remains a pressing concern. Its implications extend beyond macroeconomic performance to directly affect employment creation, poverty reduction, and social cohesion. Persistent slow growth perpetuates the “triple challenges” of unemployment, inequality, and poverty, which continue to constrain the country’s developmental trajectory. These

realities underscore the importance of strategic research in informing policy formulation, guiding investment decisions, and shaping interventions that accelerate transformation and competitiveness.

The Moses Kotane Research Institute has been established to address this imperative. The Institute’s core mandate, to conduct evidence-based socio-economic research that informs government policy and development planning, positions it as a critical instrument in responding to the problem of slow economic growth. Through its analytical work, MKRI assists the provincial and national government in identifying growth constraints, designing appropriate policy responses, and monitoring the impact of developmental interventions across economic sectors.

Globally, economic research institutions play a pivotal role in supporting governments to anticipate emerging trends, evaluate policy outcomes, and design adaptive economic frameworks. MKRI’s alignment with these global best practices ensures that KwaZulu-Natal remains competitive and responsive within an evolving international economic landscape. The Institute’s research contributes to the creation of a knowledge-driven economy, one that values data, innovation, and collaboration as fundamental enablers of growth and transformation.

As a knowledge hub, MKRI provides a centralised platform for generating, managing, and disseminating strategic information to support evidence-based decision-making. Its function as a provincial knowledge hub enhances the state’s capacity to plan, monitor, and evaluate socio-economic programmes effectively. By fostering partnerships with academia, the private sector, and development institutions, MKRI strengthens the ecosystem of knowledge production that underpins policy coherence and developmental effectiveness in KwaZulu-Natal.

This Annual Performance Plan is firmly aligned with the Strategic Plan of the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), the KwaZulu-Natal Provincial Growth and Development Strategy (PGDS), and the National Development Plan

(NDP) 2030. It reflects a shared commitment to positioning research and innovation at the centre of the province's economic transformation agenda.

In advancing its mandate, MKRI continues to prioritise research areas that address the structural challenges facing KwaZulu-Natal's economy, including youth unemployment, entrepreneurship development, women's economic participation, industrial diversification, and environmental sustainability. These research efforts contribute to the formulation of practical policy options that support inclusive and sustainable growth.

Furthermore, the Institute's emphasis on digital innovation, data management, and research dissemination is instrumental in the province's ongoing advancement within the Fifth Industrial Revolution, where technology and knowledge capital are key drivers of economic progress. MKRI's work on environmental sustainability further reinforces KwaZulu-Natal's commitment to green and climate-resilient development pathways.

The 2026/2027 APP reflects the Institute's strategic intent to consolidate its role as a provincial knowledge hub, enhance its research capacity, and expand its contribution to the province's policy and planning architecture. It is a reaffirmation of MKRI's position as a trusted partner of the government in advancing evidence-based governance and socio-economic transformation.

As the Executive Authority responsible for Economic Development, Tourism and Environmental Affairs, I wish to commend the Board, management, researchers, and staff of the Moses Kotane Research Institute for their continued dedication to excellence, innovation, and public service. The work of MKRI remains integral to our collective mission of building a dynamic, inclusive, and knowledge-driven economy for KwaZulu-Natal and the Republic of South Africa.



Rev. Musa Zondi

**MEC: Economic Development, Tourism and Environmental Affairs**

**Date:**

## ACCOUNTING AUTHORITY STATEMENT



It is my honour to present the Moses Kotane Research Institute's (MKRI) Annual Performance Plan (APP) for the 2026/27 financial year. This plan sets out our strategic priorities and affirms our continued growth as a knowledge-driven institution committed to advancing evidence-based policy, innovation, and socio-economic transformation in KwaZulu-Natal and beyond.

The 2026/27 financial year marks our second year operating as a Schedule 3C public entity under the Public Finance Management Act (PFMA), following the promulgation of the MKRI Act in 2024. This milestone has strengthened our governance, enhanced accountability, and reinforced our institutional capacity to deliver impactful, credible research aligned with public sector priorities.

Strategically positioned within the provincial socio-economic landscape, MKRI plays a critical role in supporting the implementation of the KwaZulu-Natal Provincial Medium-Term Development Plan (MTDP) and contributing to the objectives of the National Development Plan (NDP) 2030. Through rigorous research, policy analysis, thought leadership, and innovation, we provide evidence-based insights that inform government decision-making, stimulate private sector investment, and empower communities to participate meaningfully in inclusive and sustainable economic growth.

This Annual Performance Plan outlines our commitment to deepening MKRI's impact and expanding our contribution to the province's development agenda. Our work remains focused on addressing pressing socio-economic challenges, including youth and graduate unemployment, entrepreneurship development, innovation-led industries, and sustainable growth pathways. We are particularly committed to equipping young people, entrepreneurs, and innovators, especially within historically marginalised communities, with the knowledge, skills, and opportunities required to thrive in a dynamic economy.

Collaboration remains central to our approach. MKRI continues to strengthen partnerships with government departments, academic institutions, the private sector, and civil society to ensure that our research translates into practical, measurable interventions that improve lives and build resilient communities.

As we move forward, MKRI remains steadfast in its resolve to serve as a catalyst for evidence-based decision-making and a champion of inclusive growth. On behalf of the Board, I extend sincere appreciation to our Executive Management, research teams, and stakeholders for their continued dedication as we advance our shared vision of a prosperous, knowledge-driven society.

A handwritten signature in black ink, appearing to read 'Dr. Vusumuzi Joseph Mthembu', written over a horizontal line. The signature is stylized and somewhat cursive.

**Dr Vusumuzi Joseph Mthembu**  
**Chairperson of the board**  
**Moses Kotane Research Institute**

## ACCOUNTING OFFICER STATEMENT



As we commence the 2026/27 financial year, I am pleased to present the Moses Kotane Research Institute's (MKRI) Annual Performance Plan (APP), which gives practical effect to the strategic direction articulated by the Board. This APP translates our mandate into measurable programmes and deliverables, ensuring that our research, innovation initiatives, and institutional systems contribute meaningfully to KwaZulu-Natal's development priorities.

The past financial year marked a period of consolidation and institutional strengthening as we continued to operate within our framework as a Schedule 3C public entity. We enhanced internal controls, refined operational systems, and strengthened performance management processes to ensure greater efficiency, accountability, and impact. At the same time, we deepened our role as a trusted research and policy advisory partner, providing evidence-based insights that supported informed decision-making across key provincial programmes.

Our research outputs and sector-focused studies addressed critical socio-economic challenges, including youth and graduate unemployment, entrepreneurship development, and innovation-led growth. We expanded strategic partnerships across government, academia, industry, and civil society, ensuring that our work remains both globally informed and locally responsive. Through targeted capacity-building initiatives, we continued to empower research students, innovators, and entrepreneurs, bridging the gap between knowledge creation and practical implementation.

In the 2026/27 financial year, our priorities are clear: advancing research and development in priority sectors; driving innovation and supporting intellectual property protection and commercialisation; expanding digital centres in rural municipalities to promote digital inclusion; strengthening our contribution to the maritime economy through human capital development; and reinforcing institutional excellence through sound governance and continuous staff development.

These priorities are designed to deepen MKRI's developmental impact while ensuring sustainability and operational efficiency. Our commitment remains anchored in integrity, inclusivity, and evidence-based practice.

I extend my sincere appreciation to the Board for its strategic guidance, to EDTEA for its continued support, and to our partners and stakeholders for their collaboration. Above all, I thank our staff for their dedication and professionalism. Together, we will continue transforming research into tangible outcomes that advance a resilient and inclusive provincial economy.

A handwritten signature in black ink, appearing to read 'T. Ellenson', written in a cursive style.

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**Dr Thandeka Ellenson**  
Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Moses Kotane Research Institute with the guidance of the Board of Directors and the KwaZulu-Natal Department of Economic Development, Tourism, and Environmental Affairs
- Considers all relevant policies, legislation, and other mandates for which the Moses Kotane Research Institute is responsible; and
- Accurately reflects the outcomes and outputs which the Moses Kotane Research Institute will endeavour to achieve over the period 2026/27 financial year.

Signature:  \_\_\_\_\_


**Advocate Thembelihle Mapipa: Executive Manager: Corporate Services Unit**

Signature: Mthunzi Khunjelwayo  
Mthunzi Khunjelwayo (Mar 26, 2026 14:40:49 GMT+2) \_\_\_\_\_


**Dr Mthunzi Khunjelwayo: Acting Executive Manager: Research Services Unit**

Signature:  \_\_\_\_\_

**Ms Zama Dlamini: Acting Executive Manager: Development Services Unit**

Signature:  \_\_\_\_\_


**Mr Deon Govender: Chief Financial Officer**

Signature:  \_\_\_\_\_

**Ms Ntando Dlamini: Manager: Planning, Monitoring and Evaluation**

Signature:  \_\_\_\_\_

**Dr Thandeka Ellenson: Accounting Officer**

Recommended by:  \_\_\_\_\_

Moses Kotane Research Institute Board Chairperson

**Dr Vusumuzi Joseph Mthembu: Accounting Authority**

**Approved by:**

Signature: \_\_\_\_\_

MEC for Economic Development, Tourism, and Environmental Affairs

**Rev Musa Zondi: Executive Authority**



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Research  
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# PART: A

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APP | 2026/2027



## 1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

### 1.1. CONSTITUTIONAL MANDATE

Chapter 10 of the Constitution of the Republic of South Africa, Section 195 requires that public administration be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic, and effective use of resources must be promoted.
- Public administration must be development oriented.
- Services must be provided impartially, fairly, equitably, and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policymaking.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible, and accurate information.
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

### 1.2. KWAZULU-NATAL MOSES KOTANE RESEARCH INSTITUTE ACT (ACT 3 OF 2024)

The Act further determines the following objectives to be pursued by the institute:

- a) Conduct research that responds to the needs of the provincial economy.
- b) Strategically lead innovation and maritime coordination and implementation activities.
- c) Provide economic research geared to ensuring that service delivery programmes are designed.
- d) Undertake economic modelling aimed at forecasting future economic trends.
- e) Establish and maintain a knowledge repository portal.
- f) Facilitate the gathering of market intelligence information.
- g) Undertake regular benchmarking studies with comparable economies.

h) Undertake market analysis research.

i) Enhance the knowledge economy through relevant sector-based research, including but not limited to the following sectors.

- information and communication technology;
- maritime;
- tourism;
- rural and township development;
- agriculture; and
- manufacturing

j) Coordinate and facilitate the mechanisms to strengthen partnerships with academic institutions and the private sector in the province; and

k) Facilitate and promote innovation, training and skills development in all aspects contemplated in paragraphs (a) to (j).

### 1.3. THE PUBLIC FINANCE MANAGEMENT ACT 1 of 1991 (PFMA)

The PFMA enables accounting officers to manage the entity's resources in a transparent and sustainable manner. In addition, the Act allows for the accounting officers to be held accountable for the resources they manage. It also establishes clear lines of accountability and broad frameworks of best practices that managers can adopt or adapt as needed. This Act is applicable to national and provincial spheres, and public entities under their ownership control, parliament, provincial legislatures, and independent institutions established by the Constitution.

Public finance covers the public expenditure, public revenue, and financial administration, all aimed at how the government can create, maintain, or intervene in the existing economy. The entity receives grants in terms of the PFMA to deliver research services that are aimed at improving public policy and service delivery, and thus must maintain the capacity for efficient, effective, and transparent financial management. Moses Kotane Research Institute is a Schedule 3C entity.

### 1.4. OTHER APPLICABLE LEGISLATIONS:

Legislation	Purpose of the Act
Basic Conditions of Employment Act, No 75 of 1997	This Act establishes and makes provision for the regulation of basic conditions of employment in compliance with the obligations of the Republic as a member state of the International Labour

Legislation	Purpose of the Act
	Organisation.
<b>Labour Relations Act, No 66 of 1995</b>	The Act regulates the relationship between the institute as an employer and officials as employees and stipulates their respective rights and obligations. It provides for the collective agreements to be concluded to regulate matters such as the conduct of employees.
<b>Employment Equity Act, No. 55 of 1998</b>	This legislation prohibits unfair discrimination in the workplace, provides for affirmative action, the submission of an Employment Equity Plan (EEP), and progress reports on monitoring the implementation of the EEP.
<b>Electronic Communications and Transactions Act, No. 25 of 2002</b>	In terms of section 28 of this Act, the Department may specify by notice in the Gazette the manner and format wherein data messages must be filed, the type of electronic signatures required, the appropriate control processes and procedures to ensure adequate security and confidentiality of data messages or payments.
<b>Promotion of Administrative Justice Act, No. 3 of 2000</b>	In terms of this Act, all administrative decisions must be taken in accordance with the procedure prescribed in the Act or an equivalent procedure stipulated in another law. It also provides for judicial review of administrative action and remedies if any administrative action is not taken in accordance with the Act.
<b>Promotion of Access to Information Act, No. 2 of 2000</b>	Provides for access to any information held by the state or any information held by another person that is required for the exercise or protection of any rights. It further provides for the procedure whereby information may be requested.
<b>Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000</b>	This Act prohibits unfair discrimination by any private or public institution in South Africa. It also contains a positive obligation on the Department to promote equality.
<b>Skills Development Act, no.97 of 1998</b>	This Act enjoins the Institute to develop a skills development strategy for the department, to implement the strategy and to utilise at least 1% of its payroll for the training and education of its employees with effect from 1 April 2000.

## 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The following policies underpin the strategy and operations of the entity.

### 2.1. The National Development Plan (NDP) 2030

MKRI plays a crucial role in supporting several outcomes outlined in the National Development Plan (NDP 2030). The institute's mandate, which focuses on economic research, policy advisory, and capacity building, aligns closely with key outcomes in the NDP, particularly in the areas of economic growth, infrastructure development, skills enhancement, and governance. Below are the specific outcomes linked to MKRI's work, along with references to relevant chapters in the NDP:

#### **Outcome 4: Decent Employment through Inclusive Economic Growth**

##### **Chapter 3: Economic Infrastructure and Development**

"The economy must grow at a rate that allows for the creation of sufficient decent jobs. Growth needs to be inclusive, with opportunities for broad-based participation, including for historically marginalised communities, women, youth, and people with disabilities."

MKRI's focus on economic research and data collection directly supports Outcome 4. Through its impact assessments, policy briefs, and advisory services, MKRI provides timely and actionable insights to support the development of policies that foster inclusive economic growth and job creation. MKRI's contributions are particularly evident in its capacity-building efforts, such as the establishment of digital centres in rural municipalities, which aim to equip historically marginalised communities with skills for economic participation. This ties into the NDP's focus on inclusive growth through policies that cater to the needs of diverse groups, including youth and women.

#### **Outcome 5: A Skilled and Capable Workforce to Support an Inclusive Growth Path**

##### **Chapter 9: Improving Education, Training, and Innovation**

An education and training system that provides the skills needed for the country to move towards a knowledge economy. The focus should be on developing skills that are relevant to the needs of the economy."

MKRI's emphasis on postgraduate research student funding, skills development, and the establishment of digital training centres in rural areas directly contributes to the achievement of Outcome 5. By offering capacity-building programs and facilitating the commercialisation of research and innovation, MKRI helps bridge the skills gap identified in the NDP. These efforts align with the NDP's vision of equipping

South Africans with the skills necessary for a knowledge-based economy (Chapter 9). MKRI also helps develop research capacity, supporting innovation and the creation of new knowledge through its various initiatives.

## **Outcome 6: An Efficient, Competitive, and Responsive Economic Infrastructure Network**

### **Chapter 4: Economic Infrastructure**

“South Africa must increase investment in infrastructure, both to sustain economic growth and to reduce inequality. Infrastructure development must be responsive to the needs of all South Africans, with a focus on improving access to key services and products.”

MKRI’s work in economic research and policy advisory plays a key role in informing the development of economic infrastructure, especially in rural and underserved areas. The institute’s digital skills centres and focus on innovative infrastructure solutions are aligned with the NDP’s emphasis on inclusive infrastructure development (Chapter 4). MKRI contributes through its impact assessments and policy analysis, which help government departments prioritise and plan infrastructure investments that improve access to critical services and enhance economic opportunities for marginalised communities.

## **Outcome 10: Protect and Enhance South Africa's Environmental Assets and Natural Resources**

### **Chapter 5: Sustainable Development and Environmental Sustainability**

“Economic growth and environmental sustainability must go together. A key focus is on ensuring that the economy is green and that it embraces sustainable practices.”

Although MKRI’s primary focus is on economic research, its policy work frequently intersects with environmental sustainability. The institute’s research and policy recommendations support green growth and sustainable economic practices, aligning with the NDP’s emphasis on environmental sustainability (Chapter 5). MKRI’s role in shaping policy, especially through impact assessments on sustainable development and infrastructure, helps ensure that economic growth is environmentally responsible and supports sustainable use of natural resources.

## **Outcome 12: An Efficient, Effective, and Development-Oriented Public Service and An Empowered, Fair, and Inclusive Citizenship**

### **Chapter 13: Building a Capable State**

“The public service must be effective and efficient in delivering services to citizens. Key to this is ensuring that the workforce is trained, motivated, and held accountable, and that all government departments are equipped with the resources they need to drive development.”

MKRI's research, policy briefs, and capacity-building programs are integral to strengthening the public service. By providing research-driven recommendations and supporting evidence-based policy formulation, MKRI helps improve government decision-making and the effectiveness of public sector interventions (Chapter 13). Moreover, MKRI contributes to public sector development by building research capacity and ensuring that government officials are equipped with the knowledge and tools necessary to implement development-focused policies that benefit all South Africans.

## 2.2. Medium-Term Development Plan (MTDP) 2024/25-2029/30

MKRI implements the Medium-Term Development Plan (MTDP) 2024/25-2029/30 based on the three strategic priorities: inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state. As a progressive research institute, MKRI plays a crucial role in shaping policy discourse, informing development strategies, and empowering communities. The MTDP reflects MKRI's commitment to building a just, inclusive, and democratic society, one where research catalyses transformation. By aligning its priorities with the National Development Plan (NDP), African Union Agenda 2063, and the Sustainable Development Goals (SDGs), MKRI positions itself as a thought leader and change agent in South Africa's developmental journey.

### 2.2.1 Inclusive Growth and Job Creation:

MKRI recognises that sustainable development must be inclusive and employment driven. The institute will:

- Conduct policy research to support industrialisation, township economies, and rural development.
- Promote entrepreneurship and cooperative development through evidence-based models and training.
- Facilitate youth employment strategies by aligning skills development with emerging sectors such as green energy, digital innovation, and agro processing.
- Strengthen partnerships with academic institutions, **government** departments, and private sector actors to foster job creation and economic participation.

### 2.2.2 Reducing Poverty and Tackling the High Cost of Living:

Addressing poverty and affordability is central to MKRI's mission. The MTDP outlines:

- Research into the structural drivers of poverty and inequality, with a focus on vulnerable populations.
- Advocacy for pro-poor policies, including universal basic services, food security, and affordable housing.

- Monitoring inflationary trends and cost-of-living indicators to inform policy
- Community-based research and engagement to ensure that solutions are locally grounded and socially responsive.

### 2.2.3 A Capable, Ethical, and Developmental State:

MKRI is committed to strengthening governance and public sector performance. Key initiatives include:

- Promoting ethical leadership and anti-corruption frameworks through research and civic education.
- Supporting evidence-based policymaking and performance monitoring in government institutions.
- Facilitating intergovernmental collaboration and stakeholder dialogue to improve service delivery.

Enhancing public accountability through transparency tools, citizen feedback mechanisms, and policy audits.

## 2.3. KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) and KwaZulu-Natal Medium Term Development Plan

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) focus on fostering an economy that is inclusive, competitive, and sustainable while addressing challenges related to poverty, unemployment, inequality, and governance. Moreover, the KwaZulu-Natal Medium Term Development Plan (MTDP) outlines the province's priorities for sustainable development, economic transformation, and improved service delivery. As a Schedule 3C public entity, MKRI plays a pivotal role in advancing these goals through its research, innovation, capacity-building initiatives, and data-driven insights that assist in the effective planning and decision-making processes of the provincial government.

### 2.3.1 Inclusive Growth and Job Creation:

MKRI's economic research and policy advice inform strategies aimed at fostering inclusive economic growth and job creation, particularly in rural and marginalised areas. The institute's digital skills development programs and entrepreneurship support help empower local communities, contributing to broad-based economic participation.

### 2.3.2 Sustainable Development and Environmental Protection:

Through research on green economy and sustainable practices, MKRI supports the PGDS's and MTDP goals of environmental protection and fostering a green economy. Its work ensures that economic growth in KwaZulu-Natal is balanced with environmental sustainability.

### 2.3.3 Addressing Poverty and Inequality:

MKRI provides poverty-focused research and policy recommendations to support the PGDS's efforts to reduce inequality and alleviate poverty in the province. Its programs empower disadvantaged communities, particularly in rural areas, by providing access to skills development and entrepreneurial opportunities.

### 2.3.4 Strengthening Governance and Public Sector Capacity:

MKRI strengthens governance frameworks by providing policy advisory services that promote accountability and effectiveness in government. Its capacity-building initiatives also enhance the skills of public servants, ensuring that the province's leadership can implement developmental and sustainable policies. By aligning its work with the KwaZulu-Natal Provincial Growth and Development Strategy and KZN MTDP, MKRI plays an essential role in driving the province's development agenda. Through research-driven insights, capacity-building initiatives, and policy advisory services, MKRI helps ensure that KwaZulu-Natal achieves inclusive growth, poverty alleviation, sustainable development, and effective governance. In alignment with the MTDP's focus, MKRI conducts research on unemployment, poverty, and inequality, particularly in rural and township communities. The Institute's emphasis on informal sector dynamics and youth employment directly supports the province's economic transformation agenda.

## 2.4. Alignment with Economic Development, Tourism and Environmental Affairs (EDTEA)

The Moses Kotane Research Institute (MKRI) supports KZN EDTEA in these objectives through economic research, policy analysis, and data-driven insights. The Institute is aligned with EDTEA. from where the entity's strategy and operational agenda are drawn.

#### 2.4.1 Economic Development and Job Creation:

MKRI supports KZN EDTEA by providing economic research initiatives that promote inclusive growth and job creation, particularly through entrepreneurship and digital skills training. MKRI's innovation programs are designed to bridge the digital divide and promote technological adaptation in under-resourced areas. This supports the MTDP's goal of preparing KwaZulu-Natal for the Fourth Industrial Revolution through skills development and digital inclusion. Furthermore, the Institute actively coordinates partnerships with academic institutions, government departments, and private sector stakeholders, an approach that complements the MTDP's emphasis on collaborative governance and integrated service delivery.

MKRI's commitment to clean audits, PFMA compliance, and organisational development is in line with the MTDP's priority of building a capable, ethical, and developmental state. The entity's internal reforms and staff development initiatives enhance institutional capacity and accountability.

MKRI supports KZN EDTEA's innovation goals by providing research commercialisation services, IP protection, and entrepreneurial support, contributing to the growth of KwaZulu-Natal's knowledge economy. MKRI plays an essential role in advancing the strategic priorities of KZN EDTEA through its economic research, policy advice, and support for innovation. MKRI's contribution to the drive for inclusive growth, sustainable development, and good governance is backed by evidence-based strategies, contributing to the long-term prosperity of KwaZulu-Natal.

### 3. UPDATES TO RELEVANT COURT RULINGS

There are no court rulings that may affect the operations of the institute.



**Moses  
Kotane  
Research  
Institute**

Research · Innovation ·  
Excellence



# PART: B

APP | 2026/2027



## PART B: OUR STRATEGIC FOCUS

### 1. VISION

A leading and globally recognised research institute in growing the provincial economy through development and collaboration.

### 2. MISSION

Developing practical, innovative research-based solutions in sectors that contribute to the economy of the province.

### 3. PUBLIC VALUE STATEMENT

Our commitment is to conduct research that stimulates provincial economic growth and empowerment through innovative value-added solutions.

### 4. VALUES

We apply the following values in carrying out the mandate:

<b>Collaborations</b>	We collaborate on knowledge empowerment to drive research and development for economic growth.
<b>Integrity</b>	We operate with honesty, accountability, and transparency in all our actions.
<b>Ubuntu</b>	We are guided by the philosophy of communalism, shared values, and mutual respect.
<b>Professionalism</b>	We conduct ourselves ethically with competence, respect, and responsibility.
<b>Quality</b>	We strive for excellence, high work ethics, and value in all that we do.

*Table 1: MKRI Core Values*

**5. UPDATED SITUATIONAL ANALYSIS**

The Moses Kotane Research Institute (MKRI) Strategic Plan represents a culmination of interactive discussions between the management team and the Board of the Institute. Through reflective exercises such as SWOT analysis and stakeholder engagement, MKRI identified key achievements, challenges, and opportunities. These insights informed the development of a five-year strategic direction for the organisation, delineating the future path for MKRI. The plan is grounded in comprehensive analysis, informed decision-making, and a deep understanding of the external and internal environment in which MKRI operates. Drawing from the Strategic Plan, the Moses Kotane Research Institute’s Annual Performance Plan provides the roadmap for achieving the organisation’s objectives and goals in the upcoming year. The plan outlines specific targets, key performance indicators, and strategies for each priority area. Each objective is aligned to the strategic objectives outlined in the Strategic Plan and includes measurable targets that enable accountability and progress tracking.

**6. EXTERNAL ENVIRONMENT ANALYSIS**

**PESTLE ANALYSIS**

The following diagram depicts the situational analysis as it pertains to the external environment within which the Moses Kotane Research Institute operates, which is followed by a detailed analysis of these factors.

POLITICAL	ECONOMIC	SOCIAL
<ul style="list-style-type: none"> <li>• Government Stability</li> <li>• Provincial Policy Alignment</li> <li>• Public-Private Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Cost-cutting measures.</li> <li>• Low revenue collection</li> <li>• Global economic instability</li> <li>• Deterioration and inadequate infrastructure</li> <li>• SMME Development</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Relevance</li> <li>• Poverty and Inequality</li> <li>• Gender-based violence</li> <li>• Crime and grime</li> <li>• Food security</li> <li>• Inadequate skills</li> <li>• Poor education system/ curriculum</li> <li>• Poor health system</li> <li>• Demographic Shift</li> </ul>

TECHNOLOGICAL	LEGAL	ENVIRONMENTAL
<ul style="list-style-type: none"> <li>• Digital Skills Development</li> <li>• Poor access to technology</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory mandate</li> <li>• Compliance and Accountability</li> <li>• Intellectual Property</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Risk</li> <li>• Energy crises in the country</li> <li>• Poor waste management</li> <li>• Poorly implemented town planning infrastructure</li> <li>• Eco Innovation</li> </ul>

*Table 2: MKRI Pestle Analysis*

## POLITICAL

The Government of National Unity (GNU) has resolved to dedicate the next five years to actions that will advance three strategic priorities:

- Drive inclusive growth and job creation.
- Reduce poverty and tackle the high cost of living.
- Build a capable, ethical, and developmental state.

The GNU and Provincial Government of Unity (PGU) in KwaZulu-Natal presented a new era of coalition governance, which could either stabilise or destabilise policy implementation. This will depend on the strength of inter-party cooperation.

The Moses Kotane Research Institute will opt for greater alignment with national priorities such as inclusive growth, poverty reduction, and state capability. The adjustments of government policies towards the pursuit of these strategic policies, and although the key strategic document for the country, being the National Development Plan 2030, remains the departure point for all government endeavours, other policy documents were updated and reimagined. A key development pertaining to this pertains to the discontinuation of the Medium-Term Strategic Framework (MTSF) and the move towards the Medium-Term Development Plan (MTDP). These opportunities to influence policy through evidence-based research that supports the Medium-Term Development Plan (MTDP), replacing the MTSF. A significant development in this context is the transition from the Medium-Term Strategic Framework (MTSF) to the Medium-Term Development Plan (MTDP). This shift presents valuable opportunities to shape policy through evidence-based research that aligns with and supports the objectives of the MTDP.

In contextualising this for the Moses Kotane Research Institute, it should be noted that the Institute operates within the KZN province and exists mainly to service the economic research needs of the province under the leadership of the stakeholder department, being EDTEA. Political coalitions in the province have been highly volatile in the past, hindering service delivery in some instances. Political disputes and instability at the municipal level can significantly disrupt MKRI's fieldwork and data collection efforts. These disruptions may impede access to key areas, cause delays in research timelines, and undermine the consistency and quality of data, affecting the Institute's capacity to produce timely, credible, and impactful insights.

Furthermore, the return of a Republican administration in the U.S. and ongoing global conflicts (Russia-Ukraine, Israel-Palestine, and broader Middle East tensions) are reshaping South Africa's external environment:

- **Foreign Policy Realignment:** South Africa's BRICS alignment and neutral stance on global conflicts may strain relations with the U.S., especially under an "America First" doctrine.
- **AGOA Uncertainty:** South Africa's access to the African Growth and Opportunity Act (AGOA) could be jeopardised, affecting key export sectors like agriculture and textiles.
- **FDI and Trade Risks:** A more protectionist U.S. stance may reduce foreign direct investment and disrupt trade flows, compounding domestic economic challenges.
- **Energy Transition Pressure:** Reduced U.S. support for climate initiatives may limit funding for South Africa's renewable energy goals, slowing the just transition from coal.

## ECONOMIC OUTLOOK

### Global Economic Outlook

The global economy has maintained its recovery trajectory following the spillover effects of the COVID-19 pandemic, the Russia-Ukraine war, and the ongoing Israel-Palestine conflict, all of which have disrupted global supply chains and perpetrated a surge in global price levels. The combined effects of elevated energy and food prices stemming from the Russia-Ukraine conflict, alongside the tightening of global monetary conditions in the aftermath of the pandemic, have weakened world output and constrained trade flows (International Monetary Fund, 2025). More recently, the resurgence of trade protectionism and the imposition of reciprocal tariffs by the United States and its trading partners have further heightened global economic uncertainty and inflationary risks. Although inflationary pressures have begun to ease and financial markets have shown signs of stabilisation, the overall recovery remains

fragile and uneven across regions. Figure 1 below illustrates the trends in global economic growth alongside those of South Africa.

**Figure 1. Global Economic Growth Trends and Projections**

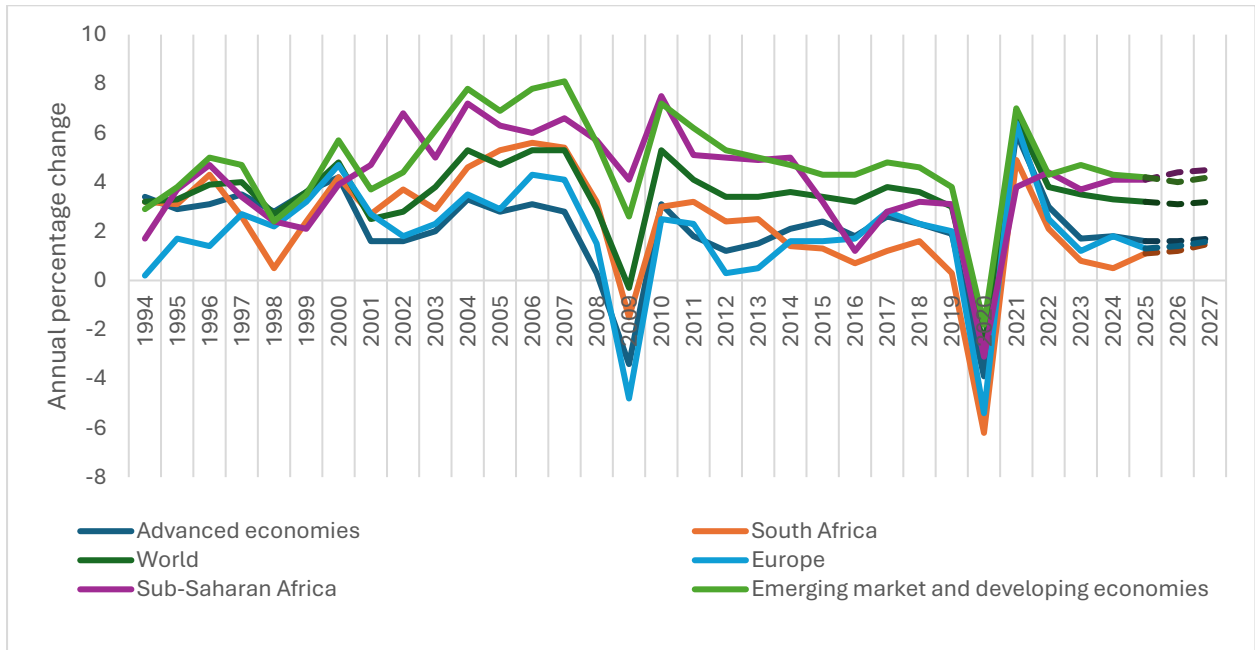


Figure 1 Source: Own estimation, IMF Data

Global inflation is expected to continue its downward trajectory, although the pace of disinflation will vary across regions (International Monetary Fund, 2025). Advanced economies are projected to converge toward their central bank inflation targets by 2026, supported by declining energy prices and sustained monetary tightening. In contrast, many emerging and developing economies are likely to experience more persistent price pressures, driven by currency depreciation, elevated food prices, and ongoing supply constraints. However, new sources of inflationary risk have emerged, as escalating trade protectionism and the potential for persistently higher tariffs pose renewed challenges to the global inflation outlook (South African Reserve Bank, 2025).

Although global inflation has been on a downward trend, emerging economies such as South Africa continue to face elevated borrowing costs. High nominal interest rates are due to persistent global inflation risks, which limit the scope for monetary easing as central banks remain cautious about rapidly reducing nominal interest rates. Even though the South African Reserve Bank (SARB) Monetary Policy Committee (MPC) lowered the repurchase rate to 7% on 31 July, the rate remains high. As a result, financially constrained households are unlikely to experience the relief they had anticipated from reduced borrowing costs (South African Reserve Bank, 2025).

The following table illustrates the projected economic outlook in terms of economic growth for the world economy and its constituent elements.

Table 3. Overview of the World Economic Outlook Projections

*(Per cent change, unless noted otherwise)*

	Year over Year						Q4 over Q4 2/		
	2023	2024	Projections		Difference from April 2025 WEO Projections 1/		2024	Projections	
			2025	2026	2025	2026		2025	2026
<b>World Output</b>	<b>3.5</b>	<b>3.3</b>	<b>3.0</b>	<b>3.1</b>	<b>0.2</b>	<b>0.1</b>	<b>3.6</b>	<b>2.7</b>	<b>3.2</b>
<b>Advanced Economies</b>	<b>1.8</b>	<b>1.8</b>	<b>1.5</b>	<b>1.6</b>	<b>0.1</b>	<b>0.1</b>	<b>1.9</b>	<b>1.4</b>	<b>1.7</b>
United States	2.9	2.8	1.9	2.0	0.1	0.3	2.5	1.7	2.0
Euro Area	0.5	0.9	1.0	1.2	0.2	0.0	1.2	0.7	1.7
Germany	-0.3	-0.2	0.1	0.9	0.1	0.0	-0.2	0.5	1.0
France	1.6	1.1	0.6	1.0	0.0	0.0	0.6	0.7	1.1
Italy	0.7	0.7	0.5	0.8	0.1	0.0	0.6	0.7	1.0
Spain	2.7	3.2	2.5	1.8	0.0	0.0	3.3	2.3	1.6
Japan	1.4	0.2	0.7	0.5	0.1	-0.1	1.4	-0.2	0.8
United Kingdom	0.4	1.1	1.2	1.4	0.1	0.0	1.5	1.5	1.2
Canada	1.5	1.6	1.6	1.9	0.2	0.3	2.3	1.1	2.5
Other Advanced Economies 3/	1.9	2.2	1.6	2.1	-0.2	0.1	1.8	2.2	1.7
<b>Emerging Market and Developing Economies</b>	<b>4.7</b>	<b>4.3</b>	<b>4.1</b>	<b>4.0</b>	<b>0.4</b>	<b>0.1</b>	<b>4.9</b>	<b>3.6</b>	<b>4.3</b>
Emerging and Developing Asia	6.1	5.3	5.1	4.7	0.6	0.1	5.8	4.5	5.2
China	5.4	5.0	4.8	4.2	0.8	0.2	5.4	3.8	4.7
India 4/	9.2	6.5	6.4	6.4	0.2	0.1	7.4	6.4	6.4
Emerging and Developing Europe	3.6	3.5	1.8	2.2	-0.3	0.1	3.3	1.5	2.0
Russia	4.1	4.3	0.9	1.0	-0.6	0.1	4.5	-0.1	0.5
Latin America and the Caribbean	2.4	2.4	2.2	2.4	0.2	0.0	2.4	1.9	2.8
Brazil	3.2	3.4	2.3	2.1	0.3	0.1	3.3	2.4	2.3
Mexico	3.4	1.4	0.2	1.4	0.5	0.0	0.4	0.3	2.2
Middle East and Central Asia	2.4	2.4	3.4	3.5	0.4	0.0	...	...	...
Saudi Arabia	0.5	2.0	3.6	3.9	0.6	0.2	4.4	3.6	3.9
Sub-Saharan Africa	3.6	4.0	4.0	4.3	0.2	0.1	...	...	...
Nigeria	2.9	3.4	3.4	3.2	0.4	0.5	3.7	4.0	4.2
South Africa	0.8	0.5	1.0	1.3	0.0	0.0	0.5	1.4	0.9

Table 3 Source: IMF 2025

According to Table 3, global economic growth is projected to reach 3% in 2025, indicating subdued momentum across both advanced and emerging economies. This marks a downward revision from the pre-pandemic average of 3.6%, due to sluggish productivity growth, elevated debt levels, and rising trade

fragmentation. South Africa's major trading partners, China and the United States, have also seen their 2025 growth forecasts revised downward to 4.8% and 1.9%, respectively. Among advanced economies, Germany stands out as the only country with an improved 2025 growth projection of 1%, compared to -0.2% in 2024. Although South Africa's projected growth rate of 1.0% in 2025 remains below the emerging market average of 4.1%, the upward revision reflects gradually improving domestic economic conditions. Over the medium term, South Africa's economic growth is projected to remain slightly above 1%, supported by the anticipated global recovery of around 3%. Modest improvements are expected as structural reforms in the energy and logistics sectors take effect and investor confidence gradually improves.

### Inflation

The global and South African trends of inflation are illustrated in Figure 2 below. Global inflation is projected to moderate significantly in 2025, reflecting the continued impact of tighter monetary policies, stable commodity prices, and improved global supply chains. The world inflation rate is expected to ease from 5.8% in 2024 to around 4.2% in 2025 before converging toward pre-pandemic averages of 3.4% by 2027. Similarly, inflation in emerging markets and developing economies is forecast to decline from 7.9% in 2024 to 5.3% in 2025 as external pressures subside and exchange rates stabilise.

**Figure 2 Global Inflation Rate Trends and Projections**

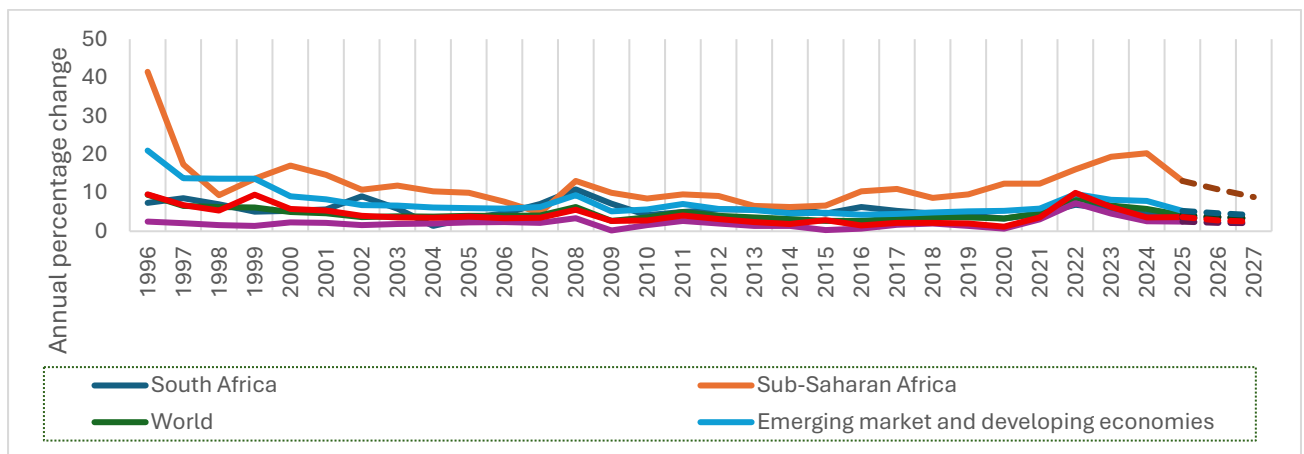


Figure 2 Source: Own estimation, IMF Data

According to Figure 2, in South Africa, inflation is forecast to decline further from 4.4% in 2024 to 3.4% in 2025, consistent with the South African Reserve Bank's medium-term inflation target of 3–6%. The moderation reflects improved food price stability, reduced fuel costs, and the lagged effect of higher policy rates. KwaZulu-Natal is expected to follow the national trend, although regional price pressures may persist due to infrastructure disruptions, energy costs, and supply chain inefficiencies. Over the medium term, inflation in South Africa is projected to average around 3.5%, aligning with global disinflation patterns and supported by improved logistics efficiency and easing exchange rate volatility.

However, structural challenges such as electricity constraints and fiscal vulnerabilities could pose upward risks to the inflation outlook if not mitigated through sustained reform implementation (South African Reserve Bank, 2025; IMF, 2025).

### **South Africa's Economic Activity**

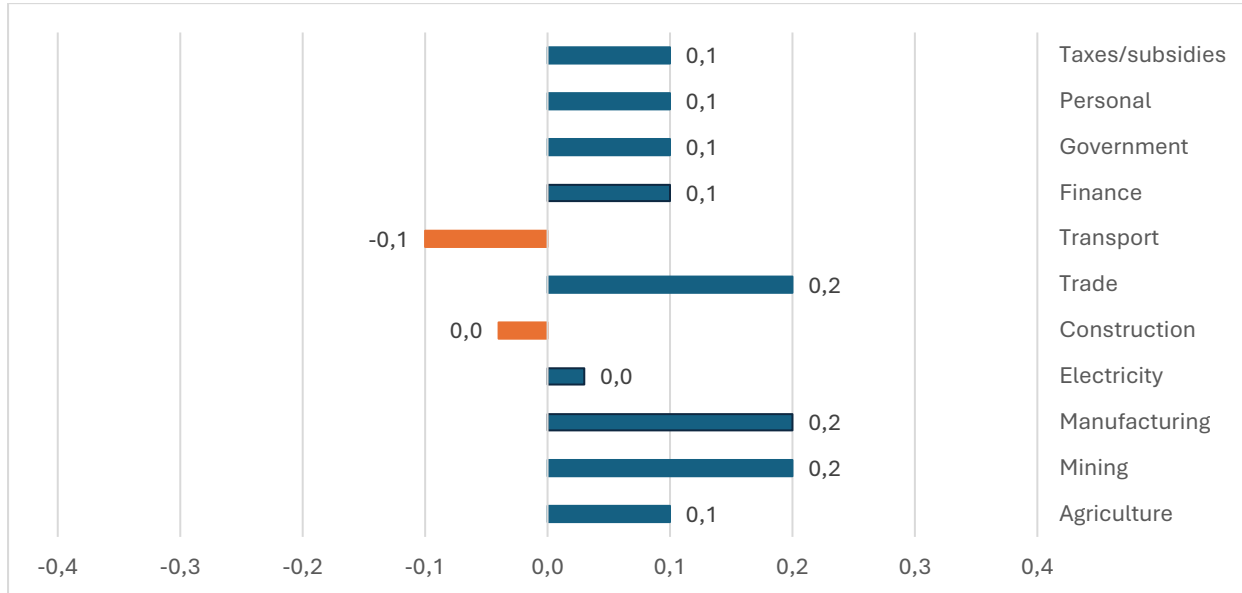
In the second quarter of 2025, South Africa's real gross domestic product expanded by 0.8%, reflecting a notable improvement from the modest 0.1% growth recorded in the first quarter. The improved economic growth in the second quarter of 2025 reflects a gradual strengthening of economic activity, supported by ongoing structural reforms and a more stable global environment. Sectoral analysis reveals that the improvement in output was underpinned by positive contributions from manufacturing, mining, trade, agriculture, finance, government services, and personal services, alongside higher tax receipts. The manufacturing sector recorded a growth of 1.8%, adding 0.2 percentage points to overall GDP growth, supported by stronger demand for food products, motor vehicles, and machinery. Similarly, the trade sector expanded by 1.7%, also contributing 0.2 percentage points, reflecting improved retail and wholesale activity. The mining sector, driven by increased production in platinum group metals and coal, grew by 3.7%, contributing another 0.2 percentage points to growth.

Eight industries recorded growth in the first and second quarters of 2025. The manufacturing sector grew by 1.8% and contributed 0.2% GDP growth. Similarly, the trade industry grew by 1.7%, gaining 0.2 percentage points. Following suit, the mining industry increased by 3.7%, accounting for 0.2 percentage points. In contrast, the transportation industry was the most negative contributor, falling by 0.8% and contributing -0.1 percentage points. Sustained economic growth indicates that the economy is recovering, improving revenue collection, and promoting positive sentiment required to attract investors. Consistent economic growth will stimulate employment opportunities and increase the supply of goods in the economy.

MKRI conducts targeted studies that highlight geographic disparities in infrastructure, economic activity, and public services, with a focus on rural and township communities. The Institute's work reinforces the objectives of the Spatial Planning and Land Use Management Act (SPLUMA), promoting coordinated and legally compliant development strategies. Using spatial analytics, MKRI identifies and prioritises interventions in underdeveloped regions such as uMkhanyakude, Zululand, and parts of uThukela, ensuring context-sensitive planning. MKRI has established collaborative partnerships with the Department of Transport, enhancing its capacity to implement integrated spatial development initiatives. Through these efforts, MKRI contributes meaningfully to correcting historical spatial imbalances and fostering inclusive, evidence-based planning across the province.

The figure below illustrates contributions to growth by various sectors of the economy in the second quarter of the South African Quarterly Labour Force Survey.

Figure 3: Contributions to growth in GDP, Q2 2025(% points)



Source: Own estimation, Stats SA Data

### Labour Market Indicators – National and Provincial – KwaZulu-Natal

Figure 3: (Source: Statistics South Africa, Quarterly Labour Force Survey (QLFS), Quarter 2: 2025)

Table 4: Labour Market Indicators – South Africa

South Africa	Apr-Jun 2024	Jan-Mar 2025	Apr-Jun 2025	Qtr.-on-qtr. change	Year-on-year Change	Qtr.-on-qtr. Change	Year-on-year Change
	Thousand				Per cent		
Population 15-64 yrs	41,296	41,691	41,822	131	526	0.3	1.3
Labour Force	25,036	25,015	25,174	159	138	0.6	0.6
Employed	16,652	16,787	16,807	19	154	0.1	0.9
Formal sector (non-agricultural)	11,467	11,434	11,468	34	2	0.3	0.0
Informal sector (non-agricultural)	3,129	3,345	3,326	-19	197	-0.6	6.3
Agriculture	896	930	906	-24	10	-2.6	1.1
Private households	1,160	1,078	1,106	28	-54	2.6	-4.7
Unemployed	8,384	8,228	8,367	140	-16	1.7	-0.2

<b>Not economically active</b>	<b>16,260</b>	<b>16,676</b>	<b>16,648</b>	<b>-28</b>	<b>388</b>	<b>-0.2</b>	<b>2.4</b>
Discouraged work-seekers	3,195	3,473	3,445	-28	250	-0.8	7.8
Other	13,065	13,203	13,203	0	138	0.0	1.1
<b>Rates (%)</b>							
Unemployment rate	33.5	32.9	33.2	0.3	-0.3		
Employed / population ratio (Absorption)	40.3	40.3	40.2	-0.1	-0.1		
Labour force participation rate	60.6	60.0	60.2	0.2	-0.4		

Due to rounding, numbers do not necessarily add up to totals.

*Table 4: Key labour market indicators - SA - Source: Statistics South Africa, Quarter 2: 2025*

Table 4 illustrates the key labour market indicators extracted from the Quarterly Labour Force Survey (QLFS) Q2: 2025. The working-age population (15–64 years) increased by 131 000 (up by 0.3%) between Q1: 2025 and Q2: 2025, and by 526 000 (up by 1.3%) year-on-year.

The labour force increased by 159 000 (up by 0.6%) compared to the previous quarter, reaching 25.2 million persons. The number of employed persons increased slightly by 19 000 (up by 0.1%) to 16.8 million in Q2 2025, while the number of unemployed persons increased by 140 000 (up by 1.7%) to 8.4 million.

Quarter-on-quarter employment gains were recorded in the formal sector (up by 34 000 or 0.3%) and in private households (up by 28 000 or 2.6%), while employment losses were observed in agriculture (down 24 000 or -2.6%) and the informal sector (down 19 000 or -0.6%). Year-on-year, the informal sector recorded the largest increase (up 197 000 or 6.3%), suggesting continued growth in small and self-employment activities.

The not economically active population decreased slightly by 28 000 (down 0.2%) between Q1 and Q2 2025, reaching 16.6 million, while the number of discouraged work-seekers also declined by 28 000 (-0.8%). However, on an annual basis, discouraged work-seekers increased by 250 000 (7.8%), indicating lingering labour-market pressures despite a gradual recovery.

The above movements resulted in the **official unemployment rate** rising marginally by **0.3 percentage points**, from **32.9%** in Q1: 2025 to **33.2%** in Q2: 2025. Year-on-year, the unemployment rate declined by **0.3 percentage points**, reflecting modest labour-market improvement over the longer term.

The **absorption rate** (employment-to-population ratio) edged down slightly to **40.2%** (-0.1 percentage points quarter-on-quarter), while the **labour-force participation rate** improved by 0.2 percentage points to **60.2%**, suggesting a slight increase in labour-market engagement.

The persistence of discouraged jobseekers and uneven employment growth across sectors underscores the need for targeted interventions to stimulate inclusive job creation and economic participation across South Africa.

Table 5: Labour Market Indicators - KwaZulu-Natal

	Apr-Jun 2024	Jan-Mar 2025	Apr-Jun 2025	Qtr.-on- qtr. change	Year- on-year Change	Qtr.-on- qtr. Change	Year- on-year Change
KwaZulu-Natal	Thousand				Per cent		
<b>Population 15-64 yrs</b>	7,633	7,707	7,732	25	100	0.3	1.3
<b>Labour Force</b>	4,124	4,116	4,058	-58	-66	-1.4	-1.6
Employed	2,842	2,788	2,702	-86	-140	-3.1	-4.9
Unemployed	1,281	1,328	1,356	28	74	2.1	5.8
Not economically active	3,509	3,591	3,674	83	165	2.3	4.7
Discouraged work-seekers	825	911	952	41	127	4.5	15.4
Other	2,684	2,680	2,722	42	38	1.6	1.4
<b>Rates (%)</b>							
Unemployment rate	31.1	32.3	33.4	1.1	2.3		
Employed / population ratio (Absorption)	37.2	36.2	35.0	-1.2	-2.2		
Labour force participation rate	54.0	53.4	52.5	-0.9	-1.5		

Due to rounding, numbers do not necessarily add up to totals.

Table 5: Key labour market indicators –KZN - Source: Statistics South Africa, Quarter 2: 2025

Table 5 presents the key labour market indicators for KwaZulu-Natal (KZN). The province's working-age population (15–64 years) increased slightly by 25,000 people (up by 0.3%) between Q1 and Q2, 2025, and by 100,000 (up by 1.3%) compared to the same period in 2024.

The labour force declined by 58,000 quarter-on-quarter (down by 1.4%) to 4.06 million, indicating a contraction in active labour participation. Year-on-year, the labour force fell by 66,000 (down by 1.6%), suggesting a slower recovery of labour absorption compared to national trends.

The number of employed people in KZN decreased by 86,000 (down by 3.1%) between Q1 and Q2: 2025 and by 140,000 (down by 4.9%) compared to Q2: 2024, reflecting persistent job losses across major industries. In contrast, the number of unemployed people rose by 28,000 (up by 2.1%) quarter-on-quarter and by 74,000 (up by 5.8%) year-on-year, pushing the provincial unemployment rate higher.

Consequently, the official unemployment rate in KwaZulu-Natal increased by 1.1 percentage points from 32.3% in Q1: 2025 to 33.4% in Q2: 2025, 2.3 percentage points higher than a year earlier.

The number of discouraged work-seekers grew by 41 000 (up by 4.5%) quarter-on-quarter and by 127,000 (up by 15.4%) year-on-year, signalling a deterioration in labour-market confidence and limited job-search prospects. Overall, the not economically active population increased by 83 000 (up by 2.3%) in the quarter, driven by higher discouragement levels and a rise in the “other” inactive category.

The absorption rate (employed-to-population ratio) declined by 1.2 percentage points to 35.0%, indicating that only about one-third of the working-age population in KZN was employed in Q2, 2025.

## SOCIAL

The social environment in which the Moses Kotane Research Institute (MKRI) operates is deeply influenced by the broader socio-economic challenges facing KwaZulu-Natal and South Africa as a whole. The province of KwaZulu-Natal continues to grapple with poverty, unemployment, and inequality, while health challenges remain severe. The Moses Kotane Research Institute (MKRI) plays a strategic role in addressing these issues through research, innovation, and policy support.

### Poverty and Inequality

Poverty is still prevalent, particularly in rural areas. The World Bank's April 2025 report states that since 2011, South Africa's efforts to combat poverty have stalled, with KwaZulu-Natal being one of the provinces most impacted. Due to inflation and restricted access to services, the income gap keeps growing, and many households continue to live below the poverty line established by the government. MKRI utilises demographic data to craft inclusive research and policy development agendas. By analysing variables such as age, gender, disability, and socioeconomic status, MKRI ensures that its work accounts for the varied realities of South African and the KwaZulu-Natal society. Prioritising women, youth, and persons with disabilities, MKRI highlights barriers to economic participation.

### Employment Challenges

The national labour market recorded modest movements in Q2, 2025. The working-age population (15–64 years) increased to approximately 41.8 million, while the labour force rose to 25.2 million. Total employment increased marginally to 16.8 million, while the number of unemployed persons rose to 8.4 million.

As a result, the official unemployment rate increased slightly from 32.9% in Q1: 2025 to 33.2% in Q2: 2025, while the absorption rate edged down to 40.2%. The labour force participation rate improved marginally to 60.2%, suggesting gradual re-engagement with the labour market despite limited job creation. Low literacy and little formal job creation have made the youth unemployment crisis worse. Particularly in areas that are rural or peri-urban, informal employment predominates. The institute collaborates with government agencies and other stakeholders to gather accurate demographic data and incorporate it into its research findings and recommendations.

## Targeted Demographic Analysis (GEYODI)

### a) Women

National sex-disaggregated labour market indicators reveal persistent gender disparities. In Q2: 2025, the unemployment rate among women stood at 35.9%, compared to 31.0% for men. Women also recorded a lower labour force participation rate (54.9%) than men (65.6%), alongside a lower absorption rate (35.2% vs 45.3%).

While sex-disaggregated labour market indicators are not published at the provincial level, KwaZulu-Natal's overall labour market conditions suggest that women are likely to be disproportionately affected by weak employment growth, underscoring the need for targeted, gender-responsive interventions.

*Table 6: Labour market indicators by sex, South Africa (QLFS Q2: 2025)*

Indicator	Women (15–64 years)	Men (15–64 years)
Labour force participation rate (%)	54.9	65.6
Unemployment rate (%)	35.9	31
Absorption rate (%)	35.2	45.3

Table 6 Source: Statistics South Africa, Quarterly Labour Force Survey (QLFS), Quarter 2: 2025

### b) Persons with Disabilities

Census 2022 data indicate that 14.8% of KwaZulu-Natal's population experiences disability using the broad measure, while 6.1% falls under the UN disability measure and 3.4% under severe disability. The Census further shows that persons with disabilities attain lower levels of education than persons without disabilities, which constrains labour market participation.

However, labour force participation and unemployment rates for persons with disabilities at the provincial level are not available in published Statistics South Africa labour force survey outputs, as disability status is not included in standard QLFS tables. As such, KwaZulu-Natal-specific labour market indicators for persons with disabilities would require custom microdata analysis.

*Table 7: Disability prevalence by province, KwaZulu-Natal (Census 2022)*

Disability measure	KwaZulu-Natal (%)
Broad disability	14.8
UN disability measure	6.1
Severe disability	3.4

Table 7 Source: Statistics South Africa, *Profiling the socio-economic status and living arrangements of persons with disabilities in South Africa, 2011-2022, Report No. 03-01-37.*

The labour market context for Q2: 2025 reflects continued structural pressures at both national and provincial levels. While national indicators point to marginal improvements in labour force participation,

employment growth remains insufficient to absorb new entrants into the labour market. In KwaZulu-Natal, rising unemployment, declining participation, and growing discouragement highlight persistent vulnerabilities within the provincial labour market. These dynamics disproportionately affect vulnerable groups, including women and persons with disabilities, reinforcing the need for targeted, evidence-based research, policy support, and capacity-building interventions to inform inclusive economic development and job creation.

### Health Issues

Malnutrition and limited access to healthcare are the main causes of child mortality, which is still high. HIV/AIDS and tuberculosis remain the leading causes of death, and the problem is made worse by a lack of adequate public health infrastructure. MKRI acknowledges regional disparities within KwaZulu-Natal and incorporates data on demographic differences across regions to develop targeted interventions. The institute analyses demographic trends over time to identify emerging challenges and opportunities, ensuring its recommendations are responsive to changing population dynamics.

MKRI participates in multifaceted research and intervention efforts to tackle complex economic, health, and social issues that affect KwaZulu-Natal residents. MKRI's strategies include promoting digital literacy, fostering entrepreneurship, enhancing access to healthcare, and improving training opportunities, particularly for women and youth. Its latest initiatives focus on nurturing SMMEs, particularly in rural areas, to boost local economies, as well as assessing the economic impact of government policies to enhance service delivery efficiency and resource allocation. MKRI uses data visualisation techniques to enhance the accessibility and impact of its findings, enabling stakeholders to better grasp the relevance of demographic factors in development planning. MKRI utilises demographic data to craft inclusive research and policy development agendas. By analysing variables such as age, gender, disability, and socioeconomic status.

### Education and Skills Development

#### Educational Attainment

Education levels in KZN are low; this lack of educational attainment limits job prospects and perpetuates cycles of poverty. The MKRI has recognised this challenge and is focusing on enhancing skills development through various programs aimed at empowering unemployed graduates.

#### Gender Disparities

Gender inequality is another critical factor affecting social dynamics in KZN. Women often face barriers such as limited access to education and employment opportunities, which exacerbate economic disparities. Initiatives that promote women's participation in the economy are essential for fostering inclusive growth.

## Social Cohesion and Community Dynamics

### Community Engagement

The MKRI actively engages with local communities to address socio-economic challenges through research and innovation. By focusing on community-driven solutions, the institute aims to enhance social cohesion while tackling issues like gender-based violence (GBV) that have surged in recent years.

### Impact of Social Unrest

The social unrest experienced during July 2021 had profound implications for community stability and economic activity. The violence resulted in significant loss of life and property, with economic losses estimated at R50 billion. This unrest highlighted underlying tensions related to poverty and inequality that require urgent attention.

## Infrastructure and Access

### Digital Divide

Access to technology remains limited in rural areas due to inadequate infrastructure. This digital divide hinders educational opportunities and economic participation, particularly among young people who could benefit from digital skills training.

### Basic Services Access

Many communities still lack access to basic services such as clean water, sanitation, and healthcare facilities. This lack of infrastructure contributes to poor health outcomes and limits economic opportunities.

## Transformation of Rural/Township Economies

MKRI's focus on innovation, research, and skills development in rural and township economies aligns with government initiatives to drive Radical Economic Transformation, providing opportunities to positively impact these communities.

## Community Awareness and Education

Challenges in raising awareness and educating communities, especially in rural areas, may limit the effectiveness of MKRI's digital centres and other initiatives aimed at digital inclusion.

## TECHNOLOGICAL

### Embracing Emerging Technologies

The Moses Kotane Research Institute (MKRI) has a significant opportunity to leverage **emerging technologies** to enhance its impact, particularly through the establishment of **Digital Centres**. These centres aim to address **ICT inequalities** and foster innovation in rural areas, which is crucial for socio-economic development. Recent studies highlight that the digital economy's prominence has increased, emphasising the necessity for equitable access to digital tools and infrastructure. This is particularly relevant in the context of post-pandemic recovery, where digital technologies can be pivotal in improving livelihoods and reducing existing socio-economic disparities.

### Navigating Complex Commercialisation Processes

The **commercialisation of research** and the protection of intellectual property (IP) present ongoing challenges for MKRI. The complexity of these processes can hinder the timely introduction of innovations to the market. As the landscape of technology evolves, MKRI must develop robust strategies that not only address these complexities but also incorporate expertise in navigating the intricacies of IP laws. Contemporary trends indicate that an initiative-taking approach in forming partnerships and fostering collaboration can mitigate these challenges, enabling a smoother transition from research to market.

## LEGAL

### Adapting to Evolving Regulations

A key deliverable for MKRI is assisting innovators in commercialising novel ideas within the province of KZN. The rapid evolution of **intellectual property laws** and technology regulations poses additional risks for MKRI's ongoing and future projects. Continuous adaptation is essential for compliance and to safeguard innovations from potential legal challenges. The dynamic nature of these regulations necessitates that MKRI remains vigilant and responsive to changes, ensuring that its strategies align with current legal frameworks. This adaptability will be crucial in maintaining a competitive edge and securing funding opportunities in an increasingly regulated environment.

### Public Finance Management Act No 1 of 1991

The Moses Kotane Research Institute (MKRI) has officially transitioned into a fully operational Schedule 3C provincial public entity, as designated under the South African Constitution. This transformation follows the enactment of the Moses Kotane Research Institute Act No. 3 of 2024, which governs all aspects of the Institute's operations.

With this new status, MKRI has moved away from the regulatory framework of the Companies Act and

now operates in full compliance with the Public Finance Management Act (PFMA). This shift requires the Institute to adhere to rigorous standards in financial management, governance, planning, and reporting. To meet these obligations, MKRI has successfully aligned its financial operations with PFMA requirements and established robust internal policies, standard operating procedures, and internal control systems. These measures are designed to ensure transparency, accountability, and sound fiscal governance.

The MKRI Act provided a one-year grace period for the Institute to complete its transition and implement the necessary systems to function effectively as a public entity. With these foundations now in place, MKRI is positioned to fulfil its mandate with strengthened institutional capacity and regulatory compliance.

### Delayed Payments and Reputational Risk

Timely payments to external stakeholders are crucial for maintaining service delivery and safeguarding MKRI's reputation. Recent amendments to the **PFMA** require public entities to adhere strictly to financial protocols, including the timely disbursement of funds. Delays in payments could not only disrupt service delivery but also expose MKRI to reputational risks, especially as it is now under increased scrutiny due to its public entity status. Compliance with these legal obligations is essential; failure to meet them could result in penalties or sanctions from oversight bodies.

## ENVIRONMENTAL

KwaZulu-Natal continues to face escalating climate threats, including floods, droughts, and biodiversity loss. The Moses Kotane Research Institute (MKRI) is actively advancing climate adaptation through research, strategic partnerships, and ecosystem-based approaches.

### Impact of Natural Disasters

- **Recent Floods:** KwaZulu-Natal has endured increasingly severe floods, notably the April 2024 flash floods in Margate, which caused widespread destruction and loss of life. A 2025 study revealed that floods and storms are now the most frequent and deadly climate-related disasters in the region.
- **Drought Conditions:** Alternating with floods, prolonged droughts have strained agriculture and water supply, intensifying food insecurity, and rural vulnerability.

### Biodiversity Threats

- **Ecosystem Vulnerability:** Shifts in rainfall and temperature patterns are disrupting KwaZulu-Natal's rich biodiversity. Habitat loss and species extinction are rising concerns, especially in ecologically sensitive zones.
- **Conservation Challenges:** Urban expansion and agricultural pressure, compounded by climate change, demand urgent conservation efforts to safeguard ecosystem services that support livelihoods.

### Resource Management

- **Water Scarcity:** Climate models predict worsening water shortages due to reduced rainfall and increased evaporation. This threatens both domestic supply and agricultural viability.
- **Soil Degradation:** Flooding and drought contribute to soil erosion and declining fertility, undermining food production, and land sustainability.

### Climate Adaptation Strategies

- **Research Initiatives:** The Moses Kotane Research Institute can play a pivotal role in developing and promoting climate adaptation strategies tailored to local conditions. This includes researching resilient agricultural practices, sustainable land use planning, and community-based adaptation measures.
- **Ecosystem-Based Approaches:** Implementing ecosystem-based adaptation strategies can enhance resilience against climate impacts. This involves restoring natural habitats, promoting biodiversity, and utilising ecosystem services to buffer against climate-related risks.

### Moses Kotane's Research Institute Sustainability Initiatives

MKRI's efforts to innovate and support economic growth through research and technology can also contribute to sustainable development, especially in addressing climate change-related challenges in rural areas. The institute has upcoming research projects for the medium term that will be concerned with climate change and the issues of sustainability.

## 7. INTERNAL ENVIRONMENTAL ANALYSIS

The Moses Kotane Research Institute (MKRI) is a publicly funded entity supported by the KwaZulu-Natal Provincial Government through the Department of Economic Development, Tourism and

Environmental Affairs (EDTEA). Initially established under the Companies Act, the Institute has recently been reclassified as a Schedule 3C provincial public entity in accordance with the South African Constitution.

This new designation requires MKRI to operate in full compliance with the Public Finance Management Act (PFMA), ensuring adherence to rigorous standards of financial governance, accountability, and reporting. Despite this structural transition, the Institute remains firmly committed to its core mandate of advancing economic research. Its work continues to align with both national and provincial objectives aimed at promoting inclusive economic development and driving radical economic transformation.

MKRI will demonstrate the following characteristics:

- Work to be conducted through in-house capacity, partnerships, and research network.
- Importance of independence to ensure objectivity and critical thought.
- Research Advisory Committees composed of academics/activists/intellectuals/businesspeople.
- Entities are invariably led (at the executive level) by an academic or prominent intellectual.
- Serve as platforms for strategic and critical reflection and engagement; and
- Can combine research with direct delivery of capacity-building courses.

**Entity structure and status:**

- Consists of representatives of EDTEA and its public entities, universities, as well as activists and intellectuals.
- Is supported by Advisory Committees, on Research and development, innovation, and technology, and maritime and economics, whose members should be skilled and serve voluntarily. Advisory Committees should comprise academics, activists, and intellectuals from partners in universities, the NPO sector, the government, and the private sector.

**Developing Research Capacity:**

MKRI strengthens its research capacity in terms of human and financial resources by employing staff who are highly qualified in research and development, experiential learners with postgraduate degrees to work in research and development, innovation, and technology programmes. This capacity also includes experts in the field of ocean economy. As this area of work is core to the positioning of MKRI, Senior researchers are prominent academics in their field who easily attract funding for specific research projects. The use of research experiential learners has the dual purpose of supporting MKRI in the production of research and a training ground for young researchers under the guidance of senior researchers. MKRI hosts

PHD/master’s students who are conducting research of relevance to its core goals and objectives.

**Potential Sources of Funding for Research:**

Research at the Moses Kotane Research Institute (MKRI) is primarily supported through core funding provided by the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (EDTEA). This funding enables the Institute to conduct strategic, policy-driven research that aligns with government priorities. In addition to this foundational support, MKRI actively engages with a broad network of stakeholders to secure supplementary research funding from public institutions, private sector partners, and non-governmental organisations.

**MKRI’s role in innovation and technology**

The Innovation system analysis at the Moses Kotane Research Institute (MKRI) extends beyond the formal sector, with a deliberate focus on integrating rural and township communities into the broader innovation and technology landscape. This inclusive approach aims to address the pressing challenges faced by South Africans in resource-constrained environments, particularly as they navigate the demands of the Fourth Industrial Revolution.

By exploring the unique dynamics and potential of these communities, MKRI seeks to identify intervention pathways that harness the strengths of the informal sector. Such efforts not only promote technological adaptation and resilience but also contribute to the development of more inclusive policies and programs that reflect the diverse realities of South African society.

**SWOT ANALYSIS**

The following depicts the analysis of the internal environment for the organisation.

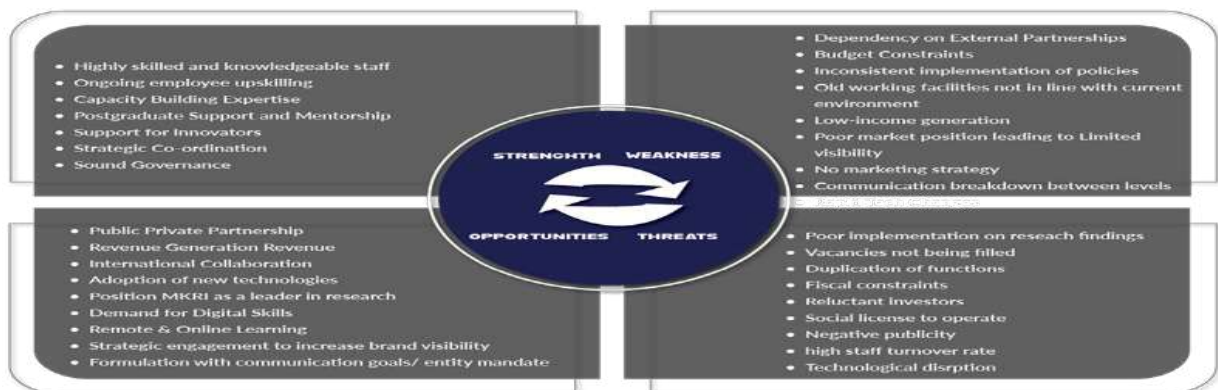


Figure 4: MKRI Swot Analysis 2025-26

## STRENGTHS

The Moses Kotane Research Institute (MKRI) is well-positioned to deliver on its mandate through a combination of strong leadership, sound governance, and capable human resources. The Institute benefits from a supportive MKRI management that provides strategic direction and fosters an environment of accountability and innovation. A viable budget and a clearly defined revenue generation plan ensure financial stability and sustainability. MKRI's operations are further guided by robust institutional frameworks, including its Strategic Plan document, MTDP, Annual Performance Plan (APP), and Annual Operational Plan (AOP), which align activities with organisational priorities and performance targets.

The Institute possesses qualified and competent staff, a critical strength, supported by effective human resource management that promotes efficiency and professional growth. Using advanced technology tools, the unit enhances research quality, data management, and knowledge dissemination. Strong stakeholder relationships with government, academia, and industry partners continue to enable collaboration and amplify the impact of our work. In addition, the unit distinguishes itself by conducting research in untapped and novel areas, positioning the MKRI as an innovative leader in evidence-based policy development.

MKRI's staff expertise is a cornerstone of its effectiveness, contributing significantly to research excellence and the Institute's reputation. Skilled researchers produce high-quality outputs that inform policy and practice, while experienced staff provide mentorship opportunities for junior researchers, fostering professional growth. This knowledgeable workforce enhances MKRI's credibility, attracting partnerships and funding. Continuous professional development is also prioritised, ensuring that staff remain adaptable to changes in research methodologies and technologies. This commitment to upskilling not only encourages innovation but also promotes employee retention, creating a stable workforce dedicated to the Institute's mission.

The MKRI plays a vital role in influencing public policy through research-based recommendations and stakeholder engagement. By actively participating in policy discussions, the Institute positions itself as a trusted advisor, contributing to effective policy formulation that addresses societal challenges. A strong publication record in reputable journals further enhances MKRI's status, facilitating knowledge dissemination and attracting funding opportunities. Collaboration with other research institutes amplifies research capabilities through resource sharing and networking. In contrast, primary database action research solutions provide real-time data that informs decision-making and ensures relevance to community needs.

## WEAKNESSES

Despite MKRI's notable strengths, the Moses Kotane Research Institute (MKRI)'s Research Services unit faces several internal challenges that may hinder optimal performance and strategic delivery. The institute has previously operated with weak systems and structures, which have affected operational efficiency and coordination. The new leadership embarked on a journey to rectify this scenario. The absence of formal policies and procedures further limited consistency and accountability in key administrative and research processes. In addition, there are gaps noted in the alignment between the MKRI mandates, leading to duplication of efforts and unclear role delineation.

A shortage of personnel can lead to overburdened staff, resulting in burnout and reduced productivity. This staffing issue limits the Institute's research capacity and complicates talent acquisition, impeding growth and innovation. Additionally, siloed operations within divisions can stifle creativity and lead to duplicated efforts, further exacerbating inefficiencies. The lack of collaboration prevents valuable insights from being shared, which is essential for fostering innovative research.

Budget constraints and under-capacity issues also significantly impact MKRI's ability to conduct research and attract talent. Financial limitations restrict the scope of projects and hinder the Institute's ability to offer competitive salaries, making it difficult to recruit skilled researchers. Furthermore, a lack of investment in modern technology can leave MKRI at a competitive disadvantage, while complex commercialisation and intellectual property processes may deter researchers from pursuing valuable opportunities. Limited community awareness about MKRI's work reduces engagement and collaboration prospects, diminishing the potential impact on public policy. Ineffective internal communication exacerbates these challenges by causing misalignment on goals and lowering staff morale, which can lead to higher turnover rates and wasted potential within the organisation.

## OPPORTUNITIES

The Moses Kotane Research Institute (MKRI) is well-positioned to capitalise on several strategic opportunities that can strengthen its role and impact within the provincial and national research landscape. The institute has the potential to serve as a voice of reason in provincial government decision-making and policy development, providing evidence-based insights that guide socio-economic planning. There is a significant opportunity for the institute to set up robust structures and systems, redefine its organogram, and establish policies and procedures to enhance organisational efficiency and accountability. Aligning MKRI's core mandate with the Department of Economic Development, Tourism, and Environmental Affairs (EDTEA) will also ensure coherence and improved strategic focus. Furthermore, MKRI will strive to leverage strategic collaborations with national and international

partners to broaden its research reach and resource base. Attracting more opportunities to generate additional revenue and recruit relevant experts to deepen technical expertise across priority sectors.

Strategically positioning MKRI as an internationally recognised research institute can open doors for global collaborations and increase funding access, enhancing its credibility. Sourcing external research funding through grants, corporate sponsorships, and crowdfunding initiatives is crucial for sustainability and expanding research efforts. Aligning with government initiatives on innovation and digital inclusion not only supports national goals but also enhances MKRI's relevance in shaping public policy. Additionally, leveraging emerging technologies such as AI and blockchain can unlock new opportunities for research accuracy and transparency, while improving community engagement through modern communication tools.

## THREATS

The Moses Kotane Research Institute operates within an environment influenced by several external factors that pose potential risks to its stability and effectiveness. Political and social dynamics remain a significant threat, as shifts in government priorities, leadership changes, or socio-political tensions may impact research focus, funding allocations, and policy direction. Rapid technological advancements also present challenges, as continuous innovation can render existing systems, tools, or methodologies obsolete if MKRI fails to adapt in time. Economic fluctuations at both the provincial and national levels may limit funding for research and development initiatives, constraining the MKRI's ability to undertake large-scale or long-term projects. Additionally, evolving legal and regulatory requirements create the need for constant compliance monitoring, which may strain administrative resources. Lastly, growing environmental challenges and sustainability concerns can influence research priorities and operational approaches, requiring the Institute to remain flexible and responsive to emerging issues. Together, these factors underscore the importance of strategic resilience and adaptability in ensuring the MKRI's continued relevance and impact.

The Moses Kotane Research Institute (MKRI) faces significant threats that could hinder its effectiveness and impact. A lack of collaboration among divisions leads to inefficiencies, such as resource waste and missed opportunities for innovation, as teams may duplicate efforts instead of leveraging diverse perspectives. This fragmentation can result in less comprehensive research outcomes, diminishing the overall societal impact of MKRI's work. Additionally, competition for limited resources poses challenges in securing funding and attracting skilled researchers, which can create conflicts over project priorities and strain the Institute's ability to deliver high-quality research.

Economic uncertainty, including inflation and fiscal constraints, further complicates operational sustainability by potentially leading to budget cuts and rising costs that force tough decisions on project prioritisation. Political instability introduces unpredictability in funding availability and policy shifts, which can disrupt operations and erode public trust. The ongoing energy crisis, characterised by frequent load

shedding, interrupts critical research processes and increases operational costs, negatively impacting staff morale. Moreover, regulatory changes regarding intellectual property and technology can complicate compliance efforts and stifle innovation. Delayed payments to stakeholders pose reputational risks by eroding trust and complicating future collaborations, while poor implementation of research findings results in wasted resources and diminished societal benefits, undermining MKRI's credibility as a leading research institution.

ANNUAL PERFORMANCE PLAN

MOSES KOTANE RESEARCH INSTITUTE 2026-27

STAKEHOLDER ANALYSIS

The institute has key stakeholders involved in the services that it delivers. The stakeholders include are varied but can be classified as service beneficiaries, service providers, collaborators, and partners, as well as oversight institutions. The table below details these stakeholders, the roles, interests, influence & impact as well as the communication mechanisms between MKRI and stakeholders.

MOSES KOTANE RESEARCH INSTITUTE STAKEHOLDERS' ANALYSIS						
No	Stakeholder	Role of Stakeholder	Stakeholder Interests and Needs	Stakeholder Influence and Impact	Engagement and Communication	and
1.	KwaZulu-Natal Economic Development, Tourism and Environmental Affairs (KZN EDTEA)	KZN EDTEA is the shareholder Department that provides mandates to the Institute and grants operational funding on an annual basis.	Shareholder Funder	High	Meetings Dialogues Emails	
2.	KwaZulu-Natal Provincial Treasury (KZN PT)	This is an oversight institution that oversees all budget, expenditure, and compliance matters in accordance with legislated financial prescripts. In particular, the PFMA.	Governance Oversight	High	Meetings Dialogues Emails	
3.	KwaZulu-Natal Department of Social Development (KZN DSD)	This is an oversight institution that collaborates with the MKRI in projects related to Research and Development, Innovation and Knowledge Management, as well as 4th and 5th Industrial Revolution and skills development related programmes.	Research & Development	High	Workshops Conferences Meetings Dialogues Emails	
4.	The Manufacturing Engineering and Related Services Sector, Education and Training Authority (Mer SETA)	Mer SETA provides funding to MKRI for the facilitation of skills development in the province.	Skills development and capacity building.		Workshops Conferences Meetings Dialogues Emails	

ANNUAL PERFORMANCE PLAN

MOSES KOTANE RESEARCH INSTITUTE 2026-27

MOSES KOTANE RESEARCH INSTITUTE STAKEHOLDERS' ANALYSIS

No	Stakeholder	Role of Stakeholder	Stakeholder Interests and Needs	Stakeholder Influence and Impact	Engagement and Communication
5.	<b>KZN Institutions of Higher Learning</b>  i) University of KwaZulu-Natal (UKZN) ii) University of Zululand (UNIZULU) iii) Mangosuthu University of Technology (MUT) iv) Durban University of Technology (DUT) v) Workers College	These are academic institutions where students who are funded through MKRI bursaries undertake their studies. As academic institutions, these organisations will be key partners in collaborative efforts aimed at making MKRI an internationally recognised research institute.	Research & Development and bursaries	High	Workshops Conferences Meetings Dialogues Emails
6.	Entrepreneurs and Innovators	Certain MKRI interventions are designed to provide support to Entrepreneurs and Innovators within the province in bringing their innovative products or solutions to life, either through prototyping or product testing.	Funding solutions for Intellectual Property registration	Medium	Workshops Conferences Meetings Dialogues Emails
7.	KZN Municipalities (All districts)	KZN municipalities are key collaborators towards the implementation of MKRI strategic activities that occur within their municipal jurisdiction.	Key projects being undertaken in the municipal space.	High	Workshops Conferences Meetings Dialogues Emails
8.	Training Providers	MKRI partners with the training service providers who provide pro bono services to the institute, such as providing digital skills training and conducting related research on digital innovation centres across the KZN province.	Skills development and capacity building.	Medium	Workshops Conferences Meetings Dialogues Emails
9.	Amafa Research Institute	MKRI collaborates with the Amafa Research Institute on projects related to Research and Development.	Research & Development	High	Workshops

ANNUAL PERFORMANCE PLAN

MOSES KOTANE RESEARCH INSTITUTE 2026-27

MOSES KOTANE RESEARCH INSTITUTE STAKEHOLDERS' ANALYSIS

No	Stakeholder	Role of Stakeholder	Stakeholder Interests and Needs	Stakeholder Influence and Impact	Engagement and Communication
	Technology Innovation Agency CSIR HRDC				Conferences Meetings Dialogues Emails
10.	Office of The Premier	OTP guides the overall strategic direction using various means, e.g., SOPA, to set the rules of engagement in whatever we pursue research on.	Strategic guide	High	Engagement typically occurs through meetings, workshops, and seminars.
11.	eThekweni Maritime Cluster (EMC)	Supports and promotes the maritime industry in Durban	Collaboration opportunities for maritime-related activities.	Medium	Engagement typically occurs through meetings, workshops, and seminars.
12.	South African International Maritime Institute (SAIMI)	Coordinating and facilitating skills development and capacity building within the maritime industry.	Collaboration partners – facilitating skills development and capacity building within the maritime industry.	High	Engagement typically occurs through meetings, workshops, and seminars.
13.	Department of Cooperative Governance and Traditional Affairs (COGTA)	Support integrated planning and implementation of projects that involve traditional leaders.	Collaboration partners – educating and creating awareness for traditional leaders	Medium	Engagement typically occurs through meetings, workshops, and seminars.
14.	South African Maritime Safety Authority (SAMSA)	Implement current international and national regulations regarding the maritime industry.	Collaboration opportunities for maritime-related activities.	Medium	Engagement typically occurs through meetings, workshops, and seminars.
15.	Statistics South Africa (Stats SA) – KZN Provincial Office	Stats SA plays a crucial role in enhancing MKRI's capacity in data and analysis. As a national institution responsible for official statistics, Stats SA organises workshops, seminars, and training programs to improve the usability of national statistics to advance economic growth, development, and democracy.	Stats SA has a vested interest in ensuring that provincial institutions, such as MKRI, are equipped to contribute to a robust national data ecosystem.	Medium	Engagement typically occurs through meetings, workshops, and seminars.

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MOSES KOTANE RESEARCH INSTITUTE 2026-27

MOSES KOTANE RESEARCH INSTITUTE STAKEHOLDERS' ANALYSIS

No	Stakeholder	Role of Stakeholder	Stakeholder Interests and Needs	Stakeholder Influence and Impact	Engagement and Communication
16.	Provincial Government entities	Provincial entities guide the areas to be researched via research requests that come from them.	Clients in our research work, and in some instances, collaboration partners	High	Engagement typically occurs through meetings, workshops, and seminars.
17.	KZN Department of Transport (DOT)	DOT provides strategic input and data to support MKRI's evidence-based recommendations on public transport systems, road safety, and logistics	Collaboration partners – educating and creating awareness for transportation logistics	High	Engagement typically occurs through meetings, workshops, and seminars.
18.	Data vendors	Provision of data resources	Supplier of data and tools to improve the efficacy of our research	Medium	Engagement typically occurs through e-mail and sometimes workshops

Table 8 – MKRI Stakeholder Analysis

## Organisational Environment

The organisational structure of MKRI was reviewed and revised in terms of the 2025/26 – 2029/30 Strategic Plan. The total establishment as per the revised organogram, following the revised mandate, envisaged that the Institute will undertake job evaluation and restructure itself to align with the research mandate. In the 2025/26 fiscal year, the Moses Kotane Research Institute (MKRI) has undertaken an organisational development (OD) investigation to evaluate the effectiveness and relevance of its current organisational structure in line with the newly enacted MKRI Act. This process follows a comprehensive job grading exercise and aims to ensure that the Institute's structure is optimally aligned with its expanded mandate and operational requirements as a Schedule 3C public entity.

## Organisational Structure

The Moses Kotane Research Institute (MKRI) operates under a structured leadership hierarchy that ensures effective governance and operational efficiency. At the top of the organogram is the MEC (Member of Executive Council), who provides strategic oversight. The Board oversees the Institute's activities, ensuring alignment with its mandate and objectives. The CEO leads the Institute and is supported by a team of executives responsible for key areas, including Research, Development, Finance & IT, and Corporate Services. Supporting these leadership roles are the Company Secretary, who ensures compliance and governance standards, and the Internal Audit function, which maintains transparency and accountability. Additionally, the Planning, Monitoring, and Evaluation unit plays a critical role in tracking performance and ensuring the Institute's initiatives are impactful and aligned with its strategic goals. This structure fosters an efficient, collaborative environment aimed at achieving MKRI's mission of driving economic development and research excellence.

### High-level organogram

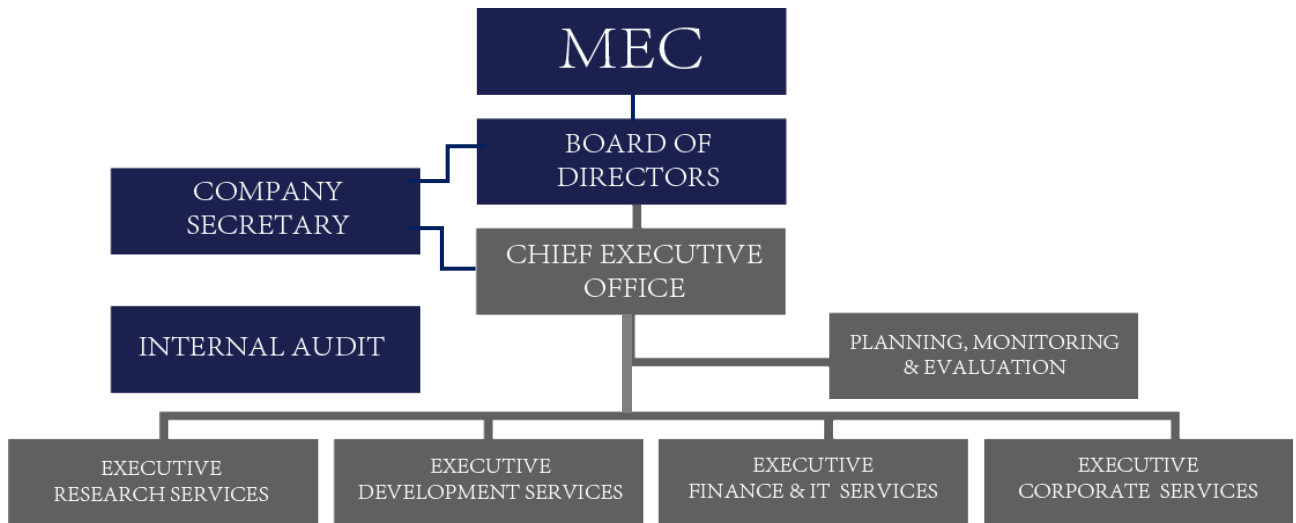


Figure 5: MKRI High-level organogram

### Environmental Trends

Global warming has significantly impacted economic growth through property and infrastructure damage, reduced productivity, mass migration, and security threats. As temperatures continue to rise, the balance between economic gains and losses increasingly shifts toward negative outcomes. The frequency and intensity of extreme weather events are expected to escalate, leading to widespread destruction of homes, businesses, and infrastructure.

In KwaZulu-Natal (KZN), severe flooding and landslides caused by heavy rainfall resulted in the loss of hundreds of lives, the displacement of thousands, and extensive damage to roads, health facilities, and schools. Rising sea levels further threaten economic stability, as businesses face operational disruptions and communities endure the loss of homes and livelihoods. While initial recovery efforts may contribute to short-term economic growth, the long-term challenge lies in managing these recurring disasters. Without initiative-taking measures to mitigate future damage or relocate businesses to safer areas, capital stock and economic output could face irreversible losses.

A global survey on long-term risks highlights climate change as the most critical challenge of the coming decade. From failure to mitigate climate change to biodiversity loss and ecosystem collapse, environmental risks dominate future concerns. To address these challenges, the Institute has played a key role in fostering dialogue by co-hosting a provincial summit on energy transition. This initiative aimed to promote the adoption of low-carbon technologies, improve industrial production, enhance competitiveness, and reduce pollution benefiting KZN residents, the environment, and food security.

Additionally, the Institute will explore alternative energy sources such as solar and wind power, while considering investments in on-site generation to supplement the primary power grid. By implementing energy-efficient technologies, businesses and communities can reduce their environmental footprint and build resilience against climate-related disruptions.

## **Governance**

The entity is adhering to using the principles of King IV Code of Governance, and that includes having a board of directors that is appointed by the Member of the Executive Council of EDTEA, which is the shareholder department. The board oversees the functioning of the entity. With the introduction of the Moses Kotane Research Institute Act No 3 of 2024, an interim board was appointed to oversee the transition of the Institute from compliance with the Companies Act and moving towards full compliance with the PFMA.

## **Cross-cutting focus areas**

The NDP Vision 2030 and the PGDS prioritise the significant role of women, youth, and people with disabilities in our society and their importance in ensuring a strong society. The Institute remains committed to supporting women, youth, and people with disabilities by contributing towards the objectives of Radical Economic Transformation, setting a percentage of 70% towards procurement by the designated group. Promoting digital skills through digital centres mostly benefits youth; the commercialisation of innovation and bringing research to life have a high participation and involvement from KZN youth. In addition, MKRI provides temporary job opportunities that target vulnerable groups, specifically youth. There is 50% involvement of women in the Senior Management Service level, led by females. The Institute's workforce is composed of young professionals, reflecting a strong commitment to youth empowerment and capacity building.

## **Human Resources**

The Moses Kotane Research Institute (MKRI) recognises that building robust research capacity and expertise is fundamentally dependent on the strength of its human capital. Following its transition from a STEM-focused mandate in 2019 to its status as a Schedule 3C provincial public entity, the Institute has experienced a justified increase in staffing demands. While the current organogram accommodates 42 positions, the scope and scale of MKRI's work require a workforce of approximately 100 employees. The Institute has reviewed and expanded its organisational structure. MKRI firmly believes that its continued growth and success are rooted in attracting and retaining skilled, driven professionals. To this end, the Institute actively invests in its human capital through targeted staff development initiatives,

offering training in key strategic areas to enhance competencies and foster a culture of excellence.

### **Financial Resources**

The Moses Kotane Research Institute (MKRI) operates in full compliance with the Public Finance Management Act (PFMA), which governs public expenditure, revenue, and financial administration to guide how government engages with and influences the economy. In line with PFMA provisions, the Institute receives grant funding to conduct research that informs and enhances public policy and service delivery. Through this framework, MKRI upholds a strong commitment to efficient, effective, and transparent financial management practices.

### **Audit Outcomes**

The Moses Kotane Research Institute (MKRI) is committed to maintaining high standards of financial integrity and consistently strives to achieve clean audits each financial year. For the 2024/25 financial year, the Institute has once again received a clean audit opinion from the Auditor General, an exceptional consecutive achievement that reflects its dedication to building a transparent, accountable, and ethical public institution. In line with its transition to a Schedule 3C public entity, MKRI has adopted the Generally Recognised Accounting Practice (GRAP) framework, moving away from the International Financial Reporting Standards (IFRS). GRAP provides a comprehensive set of accounting principles tailored for public sector entities, ensuring that financial transactions and events are accurately and consistently reported in accordance with government standards.

### **Information Services and Technology (IST)**

In 2018, the Institute opted to establish an internal IST unit. The unit started off with one employee and has seen the introduction of skilled personnel over the past few years. The unit follows a hybrid service delivery method, where some services are insourced, and a few others outsourced. This unit is charged with establishing, monitoring, and maintaining information technology systems and services that will ensure that the Institute delivers its mandate. This involves the installation and maintenance of computer network systems, ensuring that all IT tools of trade are fit-for-purpose and ensuring that the necessary cybersecurity and internal security controls are in place to secure the Institute's data. As part of its institutional reform and alignment with public sector governance standards, the Moses Kotane Research Institute (MKRI) has begun integrating digitalisation considerations in line with Regulation 25(1)(e) of the Public Service Regulations, 2016, and the DPSA's Corporate Governance of ICT Policy Framework Directive, as part of its transition to a Schedule 3C public entity. MKRI is establishing robust internal ICT governance structures to enhance research, financial oversight, and stakeholder engagement. Upgrades

to digital platforms are enabling improved data collection, analysis, and visualisation to support evidence-based policy development. ICT protocols are being aligned with national standards to ensure data integrity and compliance with PFMA and DPSA directives. Staff training programs now include digital tools, data analytics, and secure communication practices to boost operational efficiency. Digitalisation is streamlining research dissemination, stakeholder reporting, and public access to MKRI outputs.



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# PART: C

APP | 2026/2027



## PART C: MEASURING OUR PERFORMANCE

### 1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Moses Kotane Research Institute delivers on its mandate as defined in Part A above, through the impact and outcomes articulated in its 2025/26 – 2029/2030 Strategic Plan. The vision of the Moses Kotane Research Institute is to be a leading and globally recognised research institute in growing the provincial economy through development and collaboration. We do this by developing practical research-based solutions in priority sectors that contribute to the provincial economy. To give effect to this desired vision and mission, the Institute has identified an impact statement and three strategic outcomes that guide towards the realisation of change in the 5-year Strategic Plan. The Annual Performance Plan (APP) presents a comprehensive overview of the projects to be implemented, detailing their scope, objectives, timelines, and assigned project leaders. This plan is to be understood and applied within the context of the provincial APP for Vote 4, ensuring full alignment with the approved strategic and financial priorities for the 2026/27 fiscal year.

#### Impact Statement

Innovative and inclusive KZN knowledge Economy

#### MKRI Strategic outcomes

- Institutional excellence
- Sustainable economic policy environment supported
- Capacity developed for economic growth

The organisation further responds to strategic focus areas, which are economic research, enhancing innovation, maritime coordination, capacity building and skills development, stakeholder coordination, as encapsulated in the MKRI Act.

Broader Imperative	Strategic	Intent	Contribution
National Development Plan 2030		To create a prosperous, equitable, and sustainable South Africa by addressing systemic issues in the economy, society, and governance.	MKRI provides evidence-based research to support inclusive growth, job creation, and poverty reduction, aligning with the NDP's vision.
Medium Development Plan 2024-29	Term Plan	To guide KwaZulu-Natal's development over the medium term, focusing on infrastructure, job	MKRI contributes data-driven insights and policy advice to help shape KZN's medium-term goals,

	creation, and economic diversification.	focusing on economic diversification, job creation, and innovation.
Provincial Growth and Development Strategy	To promote sustainable development and economic growth in KwaZulu-Natal, addressing challenges such as poverty and unemployment.	MKRI supports the PGDS by conducting economic research that drives sustainable growth in KZN, focusing on industrial development, tourism, and poverty reduction.
EDTEA Strategy	To foster economic growth, tourism, and environmental sustainability while improving governance in KwaZulu-Natal.	MKRI helps inform EDTEA's strategies by providing research on economic growth, tourism, and environmental sustainability, supporting innovation, capacity building, and governance.

*Table 9: MKRI's contribution to Broader Strategic Imperative*

In view of the situational context defined in Part B, and the strategic outcomes above, the MKRI will work towards the delivery of the outputs defined in this section of the document. The section below outlines the planned outputs and indicators that will be conducted over the medium-term expenditure period.

## **1.1 PROGRAMME 1: CORPORATE SERVICES AND ADMINISTRATION**

### **1.1.1 PURPOSE**

The purpose of MKRI's Corporate Services is to provide strong institutional support through sound governance, financial management, procurement, human resources, ICT, legal services, and strategic communications, thereby ensuring organisational stability, compliance, and operational excellence. This includes establishing strategic partnerships to enhance impact and resource mobilisation, maintaining a clean audit opinion annually, ensuring the timely payment of valid invoices within 30 days, promoting inclusive economic participation through procurement spend directed to BBBEE-compliant service providers, and creating temporary employment opportunities that contribute to economic empowerment and service delivery efficiency across the province.

### 1.1.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2026/27 PROGRAMME 1: CORPORATE SERVICES AND ADMINISTRATION

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Institutional Excellence	Strategic partnerships coordinated	1.1 Number of strategic partnerships coordinated	10	9	16	4	4	4	4
	Clean audit opinion	1.2 Clean audit opinion achieved annually	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion
	Valid invoices paid within 30 days	1.3 Percentage of valid invoices paid within 30 days	26.42%	95%	100%	100%	100%	100%	100%
	Procurement awarded to BBBEE service providers	1.4 Percentage of procurement spend awarded to BBBEE service providers	88.75%	88%	73%	70%	70%	70%	70%
	Jobs created	1.5 Number of temporary employment opportunities created	1000	500	482	500	1000	1000	1000

Table 10: outcomes, outputs, performance indicators, and targets for 2026/27 programme 1: corporate services and administration

### 1.1.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS FOR 2026/27 PROGRAMME 1 CORPORATE SERVICES AND ADMINISTRATION

Output indicators	Annual targets	Q1	Q2	Q3	Q4
	2026/27				
1.1 Number of strategic partnerships coordinated	4	1	1	1	1
1.2 Clean audit opinion achieved annually	Clean audit opinion	-	Clean audit opinion	-	-
1.3 Percentage of valid invoices paid within 30 days	100%	100%	100%	100%	100%
1.4 Percentage of procurement spend awarded to BBBEE service providers	70%	70%	70%	70%	70%
1.5 Number of temporary employment opportunities created	1000	250	250	250	250

Table 11: output indicators: annual and quarterly targets for 2026/27 programme 1 corporate services and administration

### 1.1.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

#### Office of the CEO

Over the medium-term period, the Office of the CEO will play a significant role in providing strategic leadership and driving MKRI's mission. As the Chief Communicator, the CEO will be responsible for articulating the Institute's vision, research outputs, and strategic direction both internally and externally. This involves maintaining open lines of communication with the Board, shareholder (EDTEA), government agencies, industry partners, and the public to ensure alignment with MKRI's mandate. The CEO will also oversee the Institute's research publications, ensuring that MKRI's research findings are shared with key stakeholders and contribute to the broader discourse on economic development, innovation, and policymaking.

A critical function of the CEO as Chief Communicator is to foster relationships with the Board and the shareholders (EDTEA), ensuring ongoing collaboration and the smooth flow of information between MKRI and these key entities. Regular communication and reporting will be crucial for strengthening governance, securing alignment with provincial strategies, and ensuring that MKRI's research outputs inform policy and decision-making processes. Additionally, the CEO will maintain communication channels that foster strategic partnerships, ensuring that MKRI's research and development activities continue to contribute to both regional and national development objectives.

The Office of the CEO will work towards achieving a clean audit opinion by prioritising governance, compliance, and accountability in all operations. This, along with strengthening stakeholder relations and communication, will help MKRI maintain a positive reputation and continue to drive innovation and development in the province.

#### CFO (Chief Financial Officer)

The CFO will play a critical role in strengthening the Institute's financial management practices. Over the medium term, the CFO's office will focus on ensuring that MKRI achieves clean audit opinions by rigorously monitoring financial systems and ensuring compliance with financial regulations. A key performance area will be improving invoice payment processes, ensuring that valid invoices are settled within the stipulated 30-day period. The CFO will also prioritise spending 70% of the budget on BBBEE (Broad-Based Black Economic Empowerment) service providers, contributing to the broader economic goals of promoting inclusive growth in KwaZulu-Natal. This will involve working closely with the procurement team to ensure that suppliers comply with BBBEE criteria, thereby supporting the provincial transformation agenda. Furthermore, the CFO will oversee the Information Systems and

Technology function, ensuring the development and maintenance of a robust IT infrastructure to support operational efficiency, data security, and financial systems. This will involve upgrading technology to ensure seamless financial reporting and data analysis. The CFO's office will also continue to provide robust financial planning and risk management services to enhance the Institute's financial sustainability and operational efficiency.

### **Corporate Services Executive**

The Corporate Services Executive will continue to drive the efficient management of internal services to support MKRI's operational effectiveness over the medium-term period. A key priority will be the effective management of human resources, ensuring that the Institute has the right talent and skills to achieve its strategic goals. The Compliance and Legal Services functions will play a vital role in ensuring that MKRI adheres to all legal and regulatory requirements. This includes managing risks and ensuring that the Institute operates within the framework of relevant laws and policies. The Corporate Services Executive will ensure that MKRI maintains a high standard of governance and compliance, contributing to achieving the Institute's clean audit goal and fostering a culture of accountability and transparency.

In addition to compliance and legal services, the Corporate Services Executive will oversee Facilities Management, ensuring that MKRI's physical infrastructure is well-maintained, safe, and conducive to a productive work environment. This function will also ensure that resources and space are optimised to meet the operational needs of the Institute.

Another key responsibility of the Corporate Services Executive will be Stakeholder Relations. This includes managing communications and engagement with both internal and external stakeholders to ensure that MKRI's goals and achievements are well understood and supported. Effective Stakeholder Relations will help promote MKRI's visibility and strengthen its collaboration with strategic partners, including government departments, private sector entities, and research institutions. Additionally, the Corporate Services Executive will oversee communications and branding, ensuring that MKRI's public image aligns with its values and strategic objectives.

Furthermore, the outputs identified within this programme are aimed at providing a corporate support services framework and assisting in prioritising the interventions that are most cost-effective and impactful, especially regarding jobs and inclusive growth. Improved efficiency and effectiveness are becoming increasingly essential, given the limited financial resources faced by the Institute and the province. This includes reducing regulatory red tape while ensuring compliance with appropriate regulatory frameworks that assist the Institute in monitoring and combating corruption and fraud. The table below outlines the strategic importance of each indicator.

Outcome	Intervention	Outputs	Strategic Importance
Outcome 1: Institutional Excellence  (PGDS Priority 1, 5, and 7)  MTDP Priority 3 – A capable, ethical, and developmental state	Facilitation of functional, efficient, and integrated government.	Partnerships agreements concluded	By adopting integrated systems and best practices, MKRI can contribute to building a more efficient and accountable institution aligned with PGDS 2, 5, and 7.
	Promote ethical conduct, integrity, professionalism, and service delivery.	Clean audit opinion achieved	Achieving a clean audit opinion is crucial for demonstrating credibility and ensuring public resources are managed effectively. It can also attract new funders and strengthen institutional reputation.
	Equitable access to public procurement opportunities by WYPD-owned enterprises.	Valid invoices paid within 30 days	Timely payments to service providers, particularly those in KZN, boost local economic growth and incentivise suppliers to continue providing goods and services. This contributes to the provincial economy by ensuring cash flow for local businesses, fostering a positive business environment, and encouraging investment in the province.
		Procurement awarded to BBBEE service providers	Supporting BBBEE is a key mechanism for promoting inclusive growth by empowering historically disadvantaged groups. By focusing on BBBEE-compliant providers, MKRI contributes to economic empowerment, creates opportunities for marginalised communities, and stimulates economic growth and job creation in KZN.

Table 12: Strategic Importance for 2026/27 programme 1 corporate services and administration

## 1.2 PROGRAMME 2: RESEARCH SERVICES

### 1.2.1 PURPOSE

The purpose of MKRI's Research Services is to generate credible, policy-relevant evidence that strengthens economic planning, improves service delivery, and informs strategic decision-making across the province. This is achieved through conducting sector-based and service delivery-focused research, publishing economic trends, market intelligence, labour market analytics, and benchmarking studies with comparable economies; producing peer-reviewed research articles and research books, hosting conferences to advance knowledge exchange, disseminating research outputs to key stakeholders, and investing in long-term research capacity by supporting public sector officials to attain doctoral degrees, thereby strengthening analytical capability within the provincial public sector.

The Research Services function at the Moses Kotane Research Institute (MKRI) is critical in generating evidence and insights to inform decision-making, shape policies, and drive socio-economic development within the province. At the institutional level, it ensures the delivery of high-quality, ethical, and timely research that supports MKRI's mandate to influence provincial and national policy, offering practical recommendations for development initiatives. Research Services also fosters an environment of research excellence and capacity building, equipping researchers with the tools and resources necessary to conduct impactful studies.

In the broader context of KwaZulu-Natal, MKRI's research directly contributes to the Provincial Growth and Development Strategy (PGDS), Medium-Term Development Plan (MTDP), and other provincial frameworks. Through evidence-based research, MKRI helps shape policies that promote inclusive growth, job creation, and poverty alleviation, while addressing provincial challenges. Additionally, MKRI's research capacity-building initiatives support skills development, particularly in areas like digital skills and innovation, helping to create a more skilled workforce for the province's sustainable development.

Programme 2 (Research Services) directly operationalises the Department's commitment to leveraging Science, Technology, and Innovation (STI) for economic development by generating, analysing, and disseminating evidence-based research to inform economic policy, planning, and implementation during the 2026/27 fiscal year.

Research services will contribute in the following ways, as reflected in the APP targets:

#### 1. Evidence-based economic policy formulation and sector development

The programme will produce 16 sector-based economic research reports, focusing on priority sectors of the provincial economy. These studies apply scientific research methods and data analytics to identify growth constraints, competitiveness opportunities, and value-chain interventions, thereby directly informing sector strategies, investment promotion, and industrial policy decisions.

## **2. Improving service delivery through applied research**

Programme 2 will additionally undertake 4 service delivery-related research studies. These outputs use empirical analysis and administrative data to assess the effectiveness of economic development programmes, enabling evidence-driven improvements to government interventions and resource allocation.

## **3. Monitoring economic performance and trends**

To strengthen economic intelligence, the programme will publish 4 economic trends reports and 2 market intelligence reports during the year. These outputs apply statistical and analytical techniques to track macroeconomic, sectoral, and market developments, thus supporting timely policy responses and strategic decision-making.

## **4. Knowledge management and dissemination of scientific outputs**

A total of 14 research and statistical reports will be uploaded onto the MKRI Knowledge Repository on our website. This ensures that research outputs are accessible to policymakers, planners, and stakeholders, enhancing institutional learning and the use of scientific evidence in economic governance.

## **5. Benchmarking and adoption of best practices**

We will also conduct 4 benchmarking studies with comparable institutions. These studies leverage comparative research methodologies to assess provincial performance against national and international best practices, informing policy innovation and institutional strengthening.

## **6. Strengthening data-driven planning and accountability**

Through the production of 10 additional research and publications outputs, the programme reinforces the provincial knowledge hub mantra we have adopted while concurrently using data, statistics, and research as core inputs into planning, budgeting, and performance monitoring across the economic development portfolio.

In the 2026/27 fiscal year, Programme 2 will contribute to leveraging STI for economic development by systematically transforming research, data, and analytics into actionable economic intelligence. These outputs ensure that provincial economic policies, programmes, and investments are anchored on scientific evidence, thereby enhancing policy effectiveness, economic competitiveness, and inclusive growth outcomes.

## 1.2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2026/27

### PROGRAMME 2: RESEARCH SERVICES

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Sustainable economic policy environment	Sector-based economic research conducted	2.1 Number of sector-based economic research conducted	10	12	6	16	16	16	16
		2.2 Number of service delivery-related research conducted	New	New	New	New	4	4	4
		2.3 Number of economic trends reports published	New	New	New	New	4	4	4
	Market Insights reports	2.4 Number of market intelligence reports published	New	New	New	1	2	1	1
	Economic benchmarking studies	2.5 Number of benchmarking studies conducted with comparable economies	New	New	New	New	4	4	4
	Research articles published in accredited journals	2.6 Number of research articles published	New	2	4	10	16	10	10
	Conferences hosted	2.7 Number of conferences hosted	1	1	1	1	1	1	1
	Research outputs disseminated	2.8 Number of research outputs disseminated to stakeholders	4	4	4	4	12	4	4
	Market analytics reports	2.9 Number of KZN labour market analytics reports published on the website	New	New	New	New	2	2	2
	Public sector officials funded	2.10 Number of public sector officials funded towards	New	New	New	New	10	10	10

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	attaining doctoral degrees							
	2.11 Number of postgraduate students funded for research	Revised	Revised	Revised	10	10	10	10
Research Books Published	2.12 Number of research books published	New	New	New	New	1	1	1

Table 13: outcomes, outputs, performance indicators, and targets for 2026/27 programme 2: Research Services

1.2.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS FOR 2026/27 PROGRAMME 2: RESEARCH SERVICES

Output indicators	Annual targets 2026/27	Q1	Q2	Q3	Q4
2.1 Number of sector-based economic research conducted	16	4	4	4	4
2.2 Number of service delivery-related research conducted	4	1	1	1	1
2.3 Number of economic trends reports published	4	1	1	1	1
2.4 Number of market intelligence reports published on the MKRI website	2	-	1	-	1
2.5 Number of benchmarking studies conducted with comparable economies on the MKRI website	4	1	1	1	1
2.6 Number of research articles published	16	-	-	-	16
2.7 Number of conferences hosted	1	-	-	1	-
2.8 Number of research outputs disseminated to stakeholders	12	3	3	3	3
2.9 Number of KZN labour market analytics reports published on the MKRI website	2	1	-	1	-
2.10 Number of public sector officials funded towards attaining doctoral degrees	10	-	-	10	-
2.11 Number of postgraduate students funded for research	10	-	-	10	-
2.12 Number of research books published	1	-	-	-	1

Table 14: output indicators: annual and quarterly targets for 2026/27 programme 2 Research Services

#### 1.2.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Over the medium term (2026/7–2028/9), the Research Services unit will strengthen its position as the knowledge and evidence engine of the Provincial Government of KwaZulu-Natal, ensuring that research and analysis directly inform decision-making, policy formulation, and programme implementation in pursuit of the province’s socio-economic transformation agenda. Anchored in the 2026 State of the Province Address (SOPA) and aligned with the Medium-Term Development Plan of the government of national unity, the unit’s work will be purposefully responsive to the needs of the provincial economy and society at large. Central to this strategic trajectory *is research which responds to the needs of the provincial economy*—focusing on identifying growth opportunities, addressing structural constraints, and generating actionable insights that enable inclusive economic growth and job creation. The Research Services Unit (RSU) will intensify its economic intelligence gathering, policy diagnostics, and impact analysis to guide the government’s investment priorities and sector development strategies.

We will also advance research on inclusive economic development, with emphasis on youth, women, and people with disabilities, ensuring that growth benefits are equitably distributed. Through targeted studies and partnerships with academic institutions, business, and civil society, the unit will promote research that has a wider spatial reach, expanding access to evidence-based knowledge and enhancing the uptake of findings across all sectors. In this realm, we will progressively expand the unit’s publications output to strengthen knowledge production.

Aligned with the Government of National Unity’s priorities, the RSU will contribute to efforts to reduce poverty and lower the cost of living, producing applied research on livelihoods, social safety nets, and economic resilience. Equally, RSU will undertake sustainable development and climate-related research, providing policy advice on environmental management, green economy transitions, and climate adaptation strategies relevant to the province’s developmental context.

To support fiscal discipline and effective resource allocation, the unit will provide analytical insights on public expenditure efficiency, socio-economic returns on investment, and performance monitoring of government interventions implementation in line with the imperatives outlined by our principals at MKRI. Furthermore, research outputs will reinforce the goal of building a capable, ethical, and developmental state by embedding integrity, transparency, and evidence-driven decision-making in governance processes.

The RSU will foster youth employment within the research ecosystem through internships, economic modelling, and statistics training, as well as graduate placement initiatives, contributing to both skills’ development and provincial human capital growth. MKRI will support 10 postgraduate students to strengthen the provincial research and innovation pipeline. The postgraduate funding program will support students pursuing advanced studies, particularly in fields critical to driving economic

development and in priority economic sectors. The funding will be made available with a focus on supporting research and projects that contribute to economic development.

Over the 2026–2029 medium-term period, the unit aims to be a centre of economic intelligence and strategic dissemination of knowledge through commentaries, advisories, infographics, and policy briefs, ensuring that research outcomes are accessible, policy-relevant, and impactful. Through this, we will play a pivotal role in steering the province towards inclusive prosperity, social cohesion, and sustainable development.

Outcome	Intervention	Outputs	Strategic Importance
<p>Outcome 2: Sustainable economic policy environment supported</p> <p>Transformation (PGDS Priorities 2, 5, and 7)</p> <p>MTDP Priority - Inclusive growth and job creation</p>	<p>Economic Research that supports a sustainable economic policy environment</p> <p>Economic research supporting policy instrument review and reform strategies</p>	<p>Research Conducted</p>	<p>The strategic importance of conducting research by the Moses Kotane Research Institute (MKRI) for the KwaZulu-Natal provincial government lies in its role in providing evidence-based insights that inform policy and support the province's development objectives. MKRI's research aligns with key regional strategies, such as the KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS), ensuring that government policies and programs are grounded in reliable data to drive effective local development.</p> <p>Through its sector-based research, MKRI helps the provincial government identify emerging trends, opportunities, and challenges within various industries, enabling informed decision-making. The Institute's work supports the provincial government in fostering economic growth, innovation, and investment in KwaZulu-Natal. Additionally, by collaborating with government, business, and academic sectors, MKRI ensures that its research outputs are disseminated effectively, contributing to the province's long-term sustainability and prosperity.</p>

Table 15: Strategic Importance for 2026/27 programme 2 Research Services

### 1.3 PROGRAMME 3: DEVELOPMENT SERVICES

#### 1.3.1 PURPOSE

The purpose of the development services implemented by MKRI is to strengthen the province's innovation ecosystem, build critical skills, and drive inclusive economic growth through structured support and capacity development. This includes supporting innovation projects from concept to commercialisation, facilitating the filing of new intellectual property and patents, coordinating hackathons and innovation summits to stimulate problem-solving and collaboration; establishing digital centres to expand access to technology, delivering accredited training programmes and capacity-building workshops, training individuals across priority sectors, and placing graduates into work-based learning opportunities to enhance employability and industry readiness.

The development services at the Moses Kotane Research Institute (MKRI) enhance human capital, foster innovation, and support entrepreneurship in KwaZulu-Natal. Through key initiatives such as the Graduate Development Programme, Skills Development Programme, and Innovation Incubation Programme, MKRI aims to equip individuals with essential skills, provide practical work experience, and nurture innovative businesses.

The Graduate Development Programme helps recent graduates transition into the workforce by providing valuable direct experience. The Skills Development Programme focuses on upskilling individuals to meet the demands of the labour market, enhancing employability and entrepreneurship. The Innovation Incubation Programme supports start-ups by offering mentorship and resources to help entrepreneurs turn ideas into successful businesses. For the 2026-27FY, Programme 3 commits to implementing interventions that directly advance the Department of Science and Innovation (DSI) Decadal Plan (2022-2032), with specific focus on Growing the South African Science, Technology and Innovation (STI) system and using STI for social impact.

- Through Programme 3.2, MKRI will facilitate the filing of four (4) intellectual property disclosures and patents to support knowledge protection and commercialisation; and
- Through Programme 3.3, MKRI will host four (4) innovation hackathons to stimulate skills development, innovation, and early-stage solutions.

In support of social impact and inclusion,

Programme 3.3 will deliver one (2) Digital Centres in an underserved or rural community to expand access to digital infrastructure, innovation support, and technology-enabled opportunities.

Collectively, these quantified interventions demonstrate MKRI's deliberate and measurable contribution to the Decadal Plan's core pillars and its role in leveraging science, technology, and innovation for inclusive economic and social development.

### 1.3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2026/27 PROGRAMME 3: DEVELOPMENT SERVICES

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Promote innovation initiatives that stimulate job creation and investment in KZN priority sectors.	Supported innovation projects and commercialisation activities.	3.1 Number of innovation initiatives financially supported	New	4	4	4	4	4	4
		3.2 Number of new intellectual property (IP) or patents filed	3	4	4	4	4	4	4
		3.3 Number of hackathons coordinated	New	New	New	4	4	4	4
		3.4 Number of digital centres established	4	3	2	2	2	2	2
Strengthen the skills base of youth, women, and persons with disabilities for employability and entrepreneurship.	Training and development programmes implemented.	3.5 Number of beneficiaries successfully trained in accredited courses	New	New	New	250	600	600	600
		3.6 Number of accredited training courses implemented	New	New	New	3	6	6	6

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		3.7 Number of capacity building workshops implemented	New	New	New	4	4	4	4
		3.8 Number of graduates placed into work-based learning positions	New	New	New	15	15	15	15
		3.9 Number of innovation summits held	1	1	1	2	1	1	1

Table 16: outcomes, outputs, performance indicators, and targets for 2026/27 programme 3 Development Services

1.3.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS FOR 2026/27 PROGRAMME 3: DEVELOPMENT SERVICES

No.	Output Indicators	Annual Targets	Quarterly Target			
		2026/27	Q1	Q2	Q3	Q4
3.1	Number of innovation projects financially supported	4	-	4	-	-
3.2	Number of new intellectual property (IP) or patents filed	4	-	-	4	-
3.3	Number of hackathons coordinated	4	1	1	1	1
3.4	Number of digital centres established	2		1		1
3.5	Number of beneficiaries successfully trained in an accredited courses	600	-	-	-	600
3.6	Number of accredited training courses implemented	6	1	2	1	2
3.7	Number of capacity building workshops implemented	4	1	1	1	1
3.8	Number of graduates placed into work-based learning positions	15	-	-	-	15
3.9	Number of innovation summits held	1	-	-	1	-

Table 17: output indicators: annual and quarterly targets for 2026/27 programme 3 Development Services

### 1.3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Over the medium term, MKRI, through programme 3, will implement a comprehensive strategy focused on enhancing skills development, capacity building, and innovation, with a particular emphasis on digital technologies, maritime skills, and workforce readiness. This strategy will address both the immediate and long-term needs of the workforce, enabling individuals to thrive in an increasingly digital and innovation-driven economy. The following initiatives will be operationalised:

Training programs and capacity-building workshops will be coordinated to enhance both general and specialised skills. These programs will be designed to address the needs of the workforce in various sectors, particularly focusing on innovation, digital literacy, maritime, and other skills. Partnerships with tech companies will be explored to ensure access to state-of-the-art tools and platforms. Additionally, the centres will be open to communities, promoting inclusivity and widespread access to digital learning.

Work-Integrated Learning for graduates bridges the gap between academic learning and industry needs. Graduates will be placed in work-integrated learning positions to gain real-world experience. Partnerships will be established with industry leaders and organisations to offer internships, apprenticeships, and job placements that integrate classroom knowledge with practical experience.

Innovation-focused events encourage collaboration, foster knowledge exchange, and create networking opportunities among innovators, entrepreneurs, and researchers. These events will include hackathons, roadshows, innovation summits, product showcases, and networking meetups. They will provide a platform for sharing innovative ideas, collaborative problem-solving, and pitching innovative solutions to potential funders and partners. The events will focus on emerging areas such as digital transformation, green technologies, and maritime innovations. Added to this will be funding innovation projects, which help in prototyping or product development.

MKRI will support the creation and filing of intellectual property (IP) and patents, protecting the innovations that emerge from research and development activities. Innovation Funding Proposals are submitted to external funders to secure financial support for high-impact projects and innovations.

Hackathons are issued themes centred on solving real-world problems using digital tools. Participants will have access to mentors and resources, and the best solutions will be recognised with awards or opportunities for further development. Digital skilling, reskilling, and upskilling will be a cornerstone of capacity development, ensuring that individuals can adapt to the fast-evolving technological landscape. Training programs will be offered across different skill levels, from basic digital literacy to advanced coding, cybersecurity, and data analysis. These programs will be delivered through digital platforms,

blended learning, and in-person sessions, with a particular focus on equipping people with the skills necessary to thrive in the digital economy.

MKRI will also focus on building maritime skills, ensuring that the workforce is equipped to meet the challenges and opportunities in the maritime and logistics sectors. Collaborations with maritime industry leaders and educational institutions will ensure the relevance and quality of these programs.

Outcome	Intervention	Outputs	Strategic Importance
<p>Outcome 3: Capacity developed for economic growth</p> <p>PGDS Priorities 3, 4, 5, and 6)</p> <p>MTDP - Priority 2: Reduce poverty and tackle the high cost of living</p> <p>A dynamic science, technology and innovation ecosystem for growth</p>	<p>Capacity development programme</p> <p>Skills for economic growth in KwaZulu-Natal, with emphasis on digital capabilities</p>	<p>Skills and capacity development interventions implemented</p>	<p>By implementing skills and capacity development initiatives, MKRI ensures that its current and future workforce is equipped with the necessary competencies to adapt to emerging technologies and industry trends. This empowers individuals to take on more complex roles, increase productivity, and drive innovation within their respective fields. A highly skilled workforce is crucial for enhancing organisational performance, competitiveness, and sustainability amid rapid technological change.</p>
		<p>Graduate development opportunities provided</p>	<p>Offering graduate development opportunities bridges the gap between academic learning and industry requirements. These opportunities ensure that graduates gain practical experience and acquire the soft and hard skills necessary for success in the workforce. This also helps to reduce unemployment and underemployment rates, contributing to a stronger, more capable talent pool.</p>
		<p>Innovation development opportunities provided</p>	<p>Innovation development opportunities foster a culture of creativity and problem-solving, enabling individuals and teams to contribute to the development of new products, services, and technologies. By providing these</p>

Outcome	Intervention	Outputs	Strategic Importance
			opportunities, the organisation ensures it remains competitive, responsive to market changes, and capable of addressing complex challenges through innovation. It also strengthens the entrepreneurial or innovator's capacity to commercialise ideas and intellectual property, leading to increased economic output. A digital and future skills development programme is promoted. Growing the knowledge economy through the commercialisation of Public Sector-funded intellectual property and innovation

Table 18: Strategic Importance for 2026/27 Programme 3 Development Services

## 2. PROGRAMME RESOURCE CONSIDERATIONS

### TOTAL BUDGET FOR 2026/27 AND MEDIUM-TERM EXPENDITURE ESTIMATES

#### Overview of the 2026/27 expenditure estimates

Table 19: Expenditure estimates (x '000)

MKRI BUDGET 2021/22 - 2027/28							
Programme	Actual Audit Outcomes		Baseline	Main Appropriation	Medium-term estimates		
	R	R			R	R	R
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
P1. Corporate services	23 279	26 387	54 668	73 315	46 173	50 697	52 843
P2. Research services	60 287	32 664	27 913	16 834	5 810	8 147	8 446
P3. Development services	10 016	11 408	11 090	17 349	10 502	10 128	10 948
<b>Total</b>	<b>93 582</b>	<b>70 459</b>	<b>93 671</b>	<b>107 498</b>	<b>62 485</b>	<b>68 972</b>	<b>72 237</b>

MKRI BUDGET 2021/22 - 2027/28							
Programme	Actual Audit Outcomes		Baseline	Main Appropriation	Medium-term estimates		
	R	R			R	R	R
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Support</b>	<b>23 279</b>	<b>26 387</b>	<b>54 668</b>	<b>73 314</b>	<b>31 091</b>	<b>26 584</b>	<b>28 008</b>
Compensation of employees	16 177	13 625	15 477	17 936	18 184	20 165	22 100
Operations	7 102	12 762	39 191	55 378	12 907	6 419	5 908

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MKRI BUDGET 2021/22 - 2027/28							
	Actual Audit Outcomes		Baseline	Main Appropriation	Medium-term estimates		
<b>Core Programmes</b>	<b>70 303</b>	<b>44 072</b>	<b>39 003</b>	<b>34 183</b>	<b>31 394</b>	<b>42 388</b>	<b>44 230</b>
P2. Research services	47 211	18 983	13 617	4 365	4 246	8 147	8 446
P2. Compensation of employees	13 076	13 681	14 296	12 469	13 255	13 785	13 841
P3. Development services	1 578	2 580	1 864	9 303	4 580	10 128	10 948
P3. Compensation of employees	8 438	8 828	9 226	8 047	9 313	10 328	10 994
Subtotal	<b>93 582</b>	<b>70 459</b>	<b>93 671</b>	<b>107 498</b>	<b>62 485</b>	<b>68 972</b>	<b>72 237</b>

Direct charges - EDTEA	89 331	65 928	60 618	61 773	60 546	66 950	70 124
Other Transfers			29 110	43 220			
Sundry income	4 251	4 531	3 943	2 505	1 939	2 022	2 113
<b>Total</b>	<b>93 582</b>	<b>70 459</b>	<b>93 671</b>	<b>107 498</b>	<b>62 485</b>	<b>68 972</b>	<b>72 237</b>

Table 20: Economic classification (x '000)

Classification	Actual Audit Outcomes		Baseline	Main Appropriation	Medium-term estimates		
	R	R	R	R	R	R	R
Economic classification	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Current payments</b>	<b>34 680</b>	<b>29 209</b>	<b>33 179</b>	<b>38 452</b>	<b>33 266</b>	<b>44 278</b>	<b>46 935</b>
Compensation of employees	34 680	29 209	33 179	38 452	33 266	44 278	46 935
<b>Goods and services of which:</b>	<b>58 902</b>	<b>41 249</b>	<b>60 492</b>	<b>69 046</b>	<b>29 219</b>	<b>24 694</b>	<b>25 302</b>
Auditing expenses	763	729	767	828	916	1300	1 340
Board expenses	2 033	2 193	2 193	2 307	1 689	1 298	1 363
Communication	628	645	645	681	754	787	811
Computer services	685	972	972	800	885	2000	2062
Consultants, contractors, and special services	228	1 441	200	245	1271	1326	1367
Marketing	559	1 578	600	607	672	0	0
Operating leases	701	37	37	743	823	2500	2578
Other operating expenses	2 785	7 492	7 492	4 389	4 347	0	0
Training and development	1 000	1 941	1 941	1 000	1 107	1 154	1 190
Travel and subsistence	400	2 495	390	400	443	1250	1289

Programme expenses	48 620	21 726	45 255	56 546	16 312	13 079	13 302
Payment for capital assets	500	-	-	500	0	0	0
<b>Total</b>	<b>93 582</b>	<b>70 458</b>	<b>93 671</b>	<b>107 498</b>	<b>62 485</b>	<b>68 972</b>	<b>72 237</b>

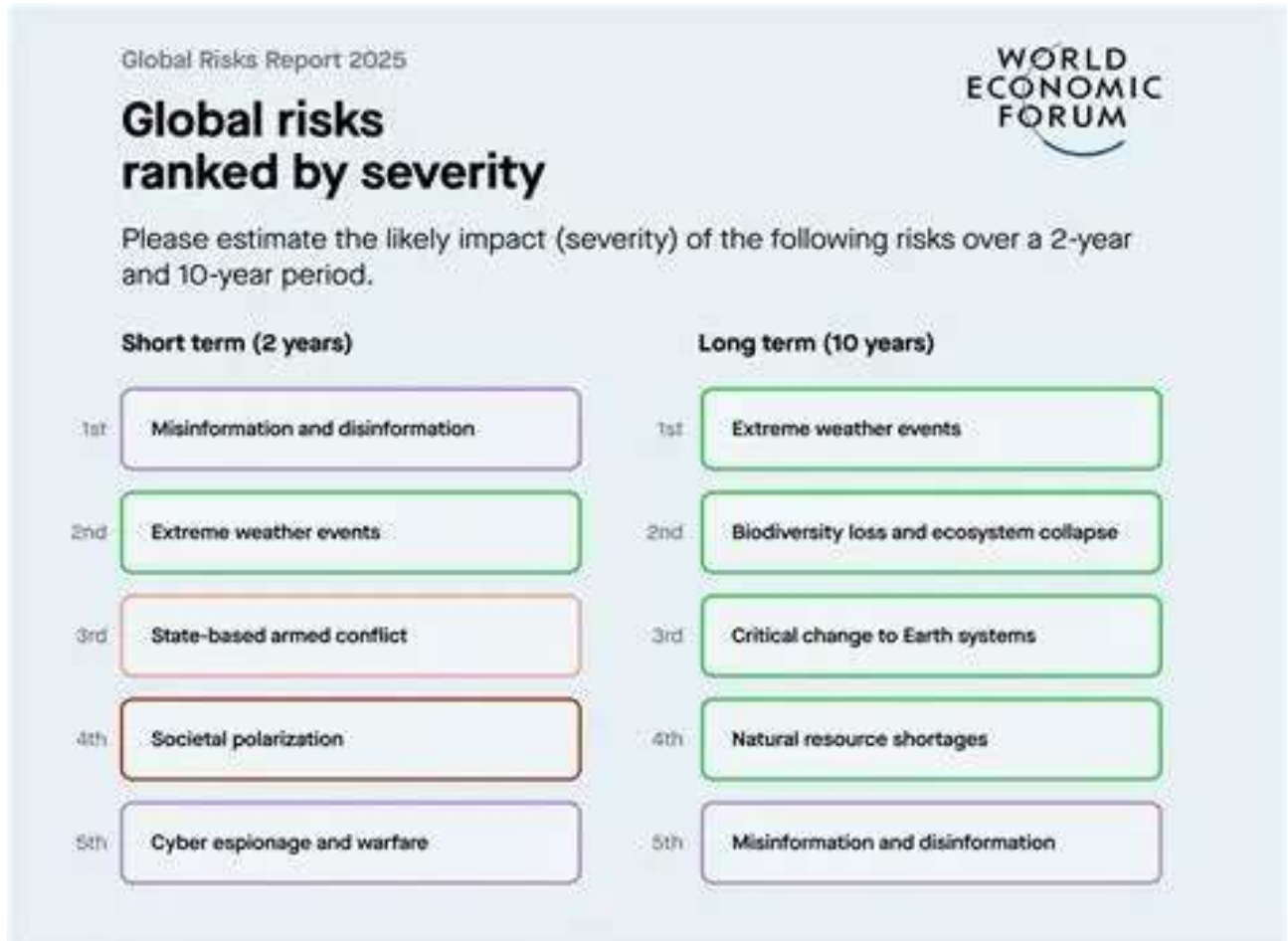
### 3. UPDATED KEY RISKS AND MITIGATION FROM THE SP

Strategic Outcome	Key Risk	Risk Mitigation
Outcome 1: Institutional Excellence	Over-reliance on Government Funding	Finance
Outcome 2: Sustainable economic policy environment supported	Data Security and Privacy Risks	Adequate data access controls to the Knowledge Repository. Centralised system administration Unified Traffic Compatible With Popular Similar CMSs Regular web application intrusion prevention systems (IPS) are being used to mitigate known vulnerabilities. These intrusion prevention systems are: Web Application Firewall DDos Protection SSL/TLS encryption is in place
Outcome 2: Sustainable economic policy environment supported	Forecasting Inaccuracy	Capacity development through training and collaborations with relevant expert partners
Outcome 2: Sustainable economic policy environment supported	Misalignment with Provincial Needs	Proactive engagement with the province and other stakeholders to remain abreast of information. Constant sector development analysis to aid focus.
Outcome 2: Sustainable economic policy environment supported	Data Quality and Access Risks	Research, link with, and acquire credible data sources
Outcome 2: Sustainable economic policy environment supported	Resource Constraints	Innovative approach to research that aids partnership and collaboration to plug inadequacies.
Outcome 2: Sustainable economic policy environment supported	Innovation Lag and Technological Change	Develop strategic partnerships with academic institutions, research bodies, and technology hubs to access the latest innovations and shared resources. Implement ongoing training programs to upskill staff in emerging technologies and innovation trends. Establish a dedicated innovation fund to support continuous investment in new technology and infrastructure.
Outcome 1: Institutional Excellence	Stakeholder Engagement Risks	Managed partnerships to ensure that the objectives of MKRI and stakeholders are aligned. Improve governance structures and stakeholder engagement by the institution through regular project meetings.
Outcome 3: Capacity developed for economic growth	Collaboration Dependency and Conflict of Interest	Limit decency on partners by allocating sufficient funding for all capacity development programmes. Engage a broader pool of partners, including academic institutions, industry experts, and independent consultants, to minimise dependency on a single entity.

Table 21: Updated Risk and Mitigation from SP

This table illustrates the outcomes and strategic risks for MKRI for 2025/26-2029/30, and how they could be mitigated. These were articulated considering the MKRI risk register

Figure 6: Global risks ranked by severity



Top 10 Global Risks as per WEF

Source: World Economic Forum, Global Risks Report 2025

A convergence of geopolitical, technical, economic, and environmental concerns that demand immediate attention is highlighted in the 2025 global risk outlook. The most urgent issues include the rise of AI and automation, cybersecurity breaches, and economic uncertainty. Other urgent concerns include market upheaval, societal divisiveness, technological disruption, climate change, regulatory complexity, geopolitical tensions, and threats to global health. MKRI will invest in cybersecurity, personnel development, and climate adaptation, prioritise resilience, agility, and foresight, and promote cross-border collaboration to mitigate these risks and create a sustainable future.



# PART: D

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## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

**PROGRAMME 1: CORPORATE SERVICES**

Indicator Title	1.1 Number of Strategic partnerships coordinated
Definition	To coordinate strategic partnerships that will assist MKRI in implementing its mandate
Source of data	Stakeholder database
Method of calculation/Assessment	Simple count of the number of strategic partnerships achieved
Means of Verification	Signed MoU/MoA
Assumptions	Strategic partners will buy into the areas of interest in our mandate partnership.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where application)	Not Applicable
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	4 partnerships coordinated
Indicator responsibility	Executive Manager: Corporate Services

Indicator Title	1.2 Clean audit opinion achieved annually
Definition	This refers to the outcome of the AG audit on the Annual Report being free from material misstatements and no material findings on the Annual Financial Statements, performance information and compliant with legislation.
Source of data	Templates provided by PT, BAS Reports, HR Stats, SCM Stats, Financial Reports, and Performance Reports.
Method of calculation/Assessment	Simply count the number of clean audit opinions achieved
Means of Verification	AG Report
Assumptions	The entity will be able to comply with all pertinent regulations and governance requirements.
Disaggregation of beneficiaries (where applicable)	KwaZulu-Natal province
Spatial Transformation (where application)	Not Applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1 clean audit opinion achieved
Indicator responsibility	Chief Financial Officer

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Indicator Title	1.3 Percentage of valid invoices paid within 30 days
Definition	To ensure that all suppliers are paid within 30 days once the invoice has been delivered.
Source of data	Purchase orders, Supplier Invoices.
Method of calculation/Assessment	Percentage Number of suppliers/invoices paid within the thirty days, divided by the total number of suppliers/invoices that were due to be paid, and multiply the total by 100%.
Means of verification	Age analysis report
Assumptions	The project managers will provide the invoices timeously to the Finance Unit to facilitate payments.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-accumulative (year-end)
Reporting cycle	Annual
Desired performance	100% valid invoices paid within 30 days of receipt.
Indicator responsibility	Chief Financial Officer

Indicator Title	1.4 Percentage of procurement awarded to BBBEE service providers
Definition	Prioritising SMMEs, Co-operatives, Townships/Rural Enterprises, Women, Youth, and people with disabilities in the procurement processes.
Source of data	Central Suppliers Database (CSD)
Method of calculation/Assessment	Percentage Total procurement spends on BBBEE/HDI SMME ÷ Total MKRI total procurement spend x 100. Number of awards made to procurement awarded to designated groups divided by the Total number of procurements awards and then multiplied by 100.
Means of verification	Approved procurement report
Assumptions	The service providers from a previously disadvantaged background will bid for tenders.
Disaggregation of Beneficiaries (where applicable)	SMMEs, Co-operatives, Townships/Rural Enterprises, Women, Youth, and people with disabilities (PDIs)
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annual
Desired performance	70% spent towards companies owned by HDIs in 2019/20
Indicator responsibility	Chief Financial Officer

Indicator Title	1.5 Number of temporary employment opportunities created
Definition	A temporary job was created that focuses on unemployed graduates to participate in research fieldwork.
Source of data	Graduates Database
Method of calculation/Assessment	Simply count the number of temporary job creations for unemployed graduates.
Means of Verification	Award letters, and acceptance in writing
Assumptions	The unemployed graduates will submit their applications.
Disaggregation of Beneficiaries (where applicable)	Youth Women PWD
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative (Year-End)
Reporting cycle	Quarterly
Desired performance	1000 temporary employment opportunities created
Indicator responsibility	Executive Manager: Corporate Services

## PROGRAMME 2: RESEARCH SERVICES

Indicator Title	2.1 Number of sector-based economic research conducted
Definition	Economic development and growth research conducted in the province of KwaZulu-Natal. Sector-based economic development research in KwaZulu-Natal explores how different industries contribute to the province's resilience, inclusivity, and sustainable growth. It tracks GDP performance, job creation, investment flows, infrastructure expansion, business activity, social challenges such as poverty and inequality, and environmental sustainability. These aspects are measured using statistics, surveys, administrative records, investment monitoring, and comparisons with national and provincial benchmarks. The research focuses on formal economic activity, major projects, policy-driven investments, and social or environmental factors tied to growth, while excluding informal or non-economic activity unless specifically targeted. This provides evidence-based insights into the province's progress and development priorities.
Source of data	Primary and Secondary data.
Method of calculation/Assessment	Simply count the number of research reports produced
Means of Verification	RCC, REC, and approved final research reports
Assumptions	Capabilities and quality research resources are available to conduct research for the provincial government's consumption.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative

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Reporting cycle	Quarterly
Desired performance	16 Research reports.
Indicator responsibility	Executive Manager: Research Services

Indicator Title	2.2 Number of Service delivery-related research conducted
Definition	Service Delivery Related Research refers to structured, evidence-based research activities that analyse, evaluate, and generate knowledge on the effectiveness, efficiency, accessibility, quality, equity, and impact of public services, to inform service delivery improvement, policy refinement, institutional performance, and citizen-centred development interventions.
Source of data	Administrative service delivery data; Government departmental reports; Public entity performance reports; Community surveys; Citizen satisfaction surveys; Monitoring and evaluation reports; Policy and regulatory documents; Research databases; Field research outputs.
Method of Calculation / Assessment	Simple Count of completed reports, non-financial, quantitative (count-based)
Means of verification	RCC, REC and approved final service delivery-related research report
Assumptions	Availability of reliable service delivery and administrative data; Access to communities, stakeholders, and service users for research purposes; Adequate research, analytical, and fieldwork capacity; Functional data collection and management systems; Availability of financial and logistical resources.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 research studies per annum
Indicator Responsibility	Executive Manager: Research Services

Indicator Title	2.3 Number of Economics Trend Reports Published on MKRI website
Definition	The Economic Trends Report is a periodic analytical publication that monitors, analyses, and interprets macroeconomic, sectoral, fiscal, labour market, trade, and investment trends using empirical economic data. The report provides evidence-based insights to inform policy formulation, planning, investment promotion, and development interventions.
Source of data	Official statistics, administrative datasets, surveys, sector reports, and institutional research outputs.
Method of Calculation / Assessment	Count of completed, approved, and published Economic Trends Reports per reporting period.
Means of verification	RCC, approved final Report and website link
Assumptions	Availability of Reliable Data; Data Accessibility and Sharing; Institutional Analytical Capacity.
Disaggregation of Beneficiaries (where applicable)	Not applicable

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Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	4 reports per annum
Indicator Responsibility	Executive Manager: Research Services

Indicator Title	2.4 Market Intelligence Reports Published on MKRI website
Definition	To deliver market intelligence insights by systematically gathering and analysing data on key markets and industry trends within KwaZulu-Natal, thereby enhancing policy-relevant knowledge to effectively support economic development in the province.
Source of data	Gathering published sector/ industry trends data and analysis, and report writing.
Method of Calculation / Assessment	Simple: Count the number of market intelligence reports produced
Means of verification	RCC, approved final report and website link
Assumptions	Availability of published sector/ industry data and information.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired performance	2 Market Intelligence Reports Published
Indicator Responsibility	Executive Manager: Research Services

Indicator title	2.5 Number of benchmarking studies conducted with comparable economies
Definition	A Benchmarking Study is a structured analytical assessment that systematically compares our institution's policies, programmes, systems, performance indicators, or economic and development outcomes against best practice standards, peer institutions, national norms, and international comparators to identify performance gaps, efficiency opportunities, innovation practices, and areas for improvement.
Source of data	Official government reports; Institutional performance reports; Peer institution publications; International development databases; Comparative performance indicators.
Method of Calculation / Assessment	Simple count of completed, quality-assured, approved, and published benchmarking studies within the reporting period. Quantitative count-based
Means of verification	RCC and approved final report
Assumptions	Availability of reliable and comparable data from peer institutions and comparator jurisdictions; Access to national and international benchmarking datasets; Adequate analytical and research capacity within MKRI; Functional data systems and research infrastructure; Availability of financial resources to support research activities; Co-operation from comparator institutions and stakeholders.

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Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Calculation Type	Cumulative
Reporting Cycle	Quarterly.
Desired performance	4 completed studies per annum.
Indicator Responsibility	Executive Manager: Research Services.

Indicator Title	2.6 Number of research articles published
Definition	Research articles that are peer-reviewed and submitted for publication in DHET-accredited journals. These articles present original research findings or a systematic investigation of a specific problem, using clearly defined research methods, analysis, and interpretation, and contributing new knowledge to an academic or professional field.
Source of data	Primary and secondary data.
Method of calculation /Assessment	Simply count the number of research articles submitted for publication (Quantitative count-based)
Means of verification	Approved research articles and approval of the publication
Assumptions	Availability of reliable data, accessibility of data, and analytical capabilities.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative (Year-end)
Reporting cycle	Annual
Desired performance	16 research articles submitted for publication
Indicator responsibility	Executive Manager: Research Services

Indicator Title	2.7 Number of research conferences hosted
Definition	A research conference hosted to disseminate research findings and discuss topics of interest and latest developments in the research fields was presented.
Source of data	Research reports, conference paper submissions, and expert knowledge
Method of calculation/Assessment	Simple count (Quantitative count-based)
Means of Verification	Conference call, programme, attendance register, submitted papers, and book of abstracts.
Assumptions	There will be a budget available to host the conference. Conference papers will be received, and the target audience will participate in the conference event.
Disaggregation of Beneficiaries (where applicable)	Not Applicable

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Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-cumulative (annual)
Reporting cycle	Annual
Desired performance	1 conference held
Indicator responsibility	Executive Manager: Research Services

Indicator Title	2.8 Number of research outputs disseminated to stakeholders
Definition	Disseminating research outputs means intentionally sharing research findings to ensure that they are accessible, understood, and used by the right audiences through various modes, which include any of the following: commentaries, policy briefs, infographics or lectures and/or workshops.
Source of data	Commentary, policy brief, infographic, or post-lecture/workshop report.
Method of calculation/Assessment	Simple count (Quantitative count-based)
Means of Verification	Commentaries/policy briefs/ infographics/ post-lecture/workshop reports (with photographs).
Assumptions	Available research reports, human resources, and budget
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	16
Indicator responsibility	Executive Manager: Research Services

Indicator Title	2.9 KZN labour market analytics reports published on the website.
Definition	The analytical report examines labour market trends and conditions in KwaZulu-Natal, using official data to enhance understanding of employment patterns, skills, and workforce dynamics.
Source of data	Labour market statistics data (national and provincial), sourced from credible official datasets and publications.
Method of Calculation / Assessment	Simple count of completed labour market analytics reports published during the reporting period. (Quantitative count-based).
Means of verification	RCC and approved final reports and website link
Assumptions	Availability of labour-related data and reports required to compile the analytics reports within the reporting period.
Disaggregation of Beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable

Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired performance	2 KZN labour market analytics reports
Indicator Responsibility	Executive Manager: Research Services

<b>Indicator title</b>	<b>2.10 Number of senior public sector officials funded towards obtaining doctoral degrees</b>
<b>Definition</b>	Postgraduate funding program for senior public sector officials funded towards obtaining doctoral degrees, particularly in fields critical to driving economic development and in priority economic sectors, limited to KZN province.
<b>Source of data</b>	Database of respondents to the funding call.
<b>Method of calculation/Assessment</b>	Simple count
<b>Means of Verification</b>	Beneficiary award letters, contract agreement, proof of employment and proof of funding disbursement.
<b>Assumptions</b>	Budget availability to fund beneficiaries.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Women, youth, and people with disabilities (PDI).
<b>Spatial Transformation (where applicable)</b>	Not Applicable
<b>Calculation type</b>	Non-Cumulative (Year-End)
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	10 beneficiaries funded
<b>Indicator responsibility</b>	Executive Manager: Research Services

<b>Indicator Title</b>	<b>2.11 Number of Postgraduate Students Funded for Research</b>
<b>Definition</b>	Number of postgraduate students financially supported through funding and/or mentorship in priority research areas.
<b>Source of Data</b>	MKRI postgraduate funding and mentorship database.
<b>Method of Calculation</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Award letters, contracts, and funding disbursement confirmations
<b>Assumptions</b>	Funding availability, timely disbursement, and student compliance
<b>Disaggregation</b>	PDI's from KZN public higher education institutions
<b>Spatial Transformation</b>	Indirect provincial human-capital development
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	10 students
<b>Responsibility</b>	Executive Manager: Research Services

<b>Indicator title</b>	<b>2.12 Number of research books published.</b>
<b>Definition</b>	An academic book that is relevant to the MKRI mandate and DHET-accredited with an ISBN.
<b>Source of data</b>	Annual conference proceedings.
<b>Method of calculation/Assessment</b>	Simple Count Peer-reviewed book. (Quantitative count-based)
<b>Means of Verification</b>	Final research book with ISBN number and Publisher certificate
<b>Assumptions</b>	Funding availability for related costs.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	1 research book published with a DHET-accredited and peer-reviewed book.
<b>Indicator responsibility</b>	Executive Manager: Research Services

### **PROGRAMME 3: DEVELOPMENT SERVICES**

<b>Indicator Title</b>	<b>3.1 Number of Innovation Projects Financially Supported</b>
<b>Definition</b>	This indicator measures the number of innovation-focused projects that receive financial or resource support through the facilitation of development services units and/or funding mechanisms. Supported projects are expected to demonstrate potential for socio-economic impact, commercialisation, job creation, or technological advancement aligned to provincial innovation priorities.
<b>Source of Data</b>	Financial records, project applications, and approval documents.
<b>Method of Calculation</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Funding approvals, project tracking reports.
<b>Assumptions</b>	Budget availability; compliance with funding guidelines.
<b>Disaggregation</b>	Sector, region, project type.
<b>Spatial Transformation</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired Performance</b>	4 projects.
<b>Responsibility</b>	Executive Manager: Development Services

Indicator Title	3.2 Number of New Intellectual Property or Patents Filed
Definition	This indicator tracks the number of intellectual property outputs, including patents, designs, or copyrights, filed because of innovation, research, and product development activities supported by the development services unit. It reflects progress in translating ideas and research outputs into protectable and potentially commercialisable ideas.
Source of Data	IP filings, project reports, legal records.
Method of Calculation	Simple count (quantitative count-based)
Means of Verification	Filing IP receipts
Assumptions	Innovator awareness; novelty of innovations.
Disaggregation	Innovator demographics and district.
Spatial Transformation	Urban and rural innovators.
Calculation Type	Non-Cumulative.
Reporting Cycle	Annual.
Desired Performance	4 IP filings.
Responsibility	Executive Manager: Development Services

Indicator Title	3.3 Number of Hackathons Coordinated
Definition	This indicator measures the number of hackathons coordinated or supported by MKRI to stimulate collaborative problem-solving, creativity, and innovation. Hackathons bring together multidisciplinary participants to develop prototype solutions addressing socio-economic, technological, or service-delivery challenges relevant to KZN.
Source of Data	Event registers, reports, and feedback surveys.
Method of Calculation	Simple count (quantitative count-based)
Means of Verification	Adjudication minutes and close-off reports.
Assumptions	Events (Hackathons) are executed within the reporting period.
Disaggregation	Industry and participant type.
Spatial Transformation	Provincial and regional reach.
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	4 hackathons

<b>Responsibility</b>	Executive Manager: Development Services
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<b>Indicator Title</b>	<b>3.4: Number of Digital Centres Established</b>
<b>Definition</b>	This indicator measures the total number of newly established digital centres that provide communities with access to ICT resources, training, and digital services.
<b>Source of Data</b>	Requests from stakeholders, research outcomes, and digital transformation strategy.
<b>Method of Calculation</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Digital centre signed-off reports, pictures
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Identified partners will be willing to go into partnership with the Institute.</li> <li>Financial Resources will be available.</li> </ul>
<b>Disaggregation</b>	Community-based, urban, rural, KZN districts
<b>Spatial Transformation</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Bi-Annual.
<b>Desired Performance</b>	2 digital centres established
<b>Responsibility</b>	Executive Manager: Development Services

<b>Indicator Title</b>	<b>3.5 Number of beneficiaries successfully trained in accredited courses</b>
<b>Definition</b>	This indicator captures the total number of individual beneficiaries who successfully participate in and complete MKRI-coordinated training interventions under the skills development initiatives. Training initiatives aim to build technical, digital, entrepreneurial, and innovation-related skills aligned to provincial economic priorities and targeted beneficiary groups.
<b>Source of Data</b>	Training attendance registers and reports.
<b>Method of Calculation</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Proof of accreditation and beneficiary completion certificates
<b>Assumptions</b>	Training programmes are implemented as planned. Budget available.
<b>Disaggregation</b>	Women, youth, and people with disabilities (PDI)
<b>Spatial Transformation</b>	KZN-wide
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	600 beneficiaries trained on accredited courses

<b>Responsibility</b>	Executive Manager: Development Services
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<b>Indicator Title</b>	<b>3.6 Number of Accredited Training Courses Implemented</b>
<b>Definition</b>	This indicator measures the number of SETA, SAQA, or professionally accredited training programmes coordinated and delivered by MKRI to advance capacity building and skills development aligned to the Institute's core focus areas, including innovation, maritime, and research. The programmes prioritise beneficiaries from previously disadvantaged backgrounds, particularly individuals residing in townships and rural areas of KwaZulu-Natal, in line with MKRI's strategic mandate and targeted development objectives.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>● Research Reports,</li> <li>● Call for applications and applications submitted by potential beneficiaries.</li> <li>● KZN Digital Transformation Strategy</li> </ul>
<b>Method of calculation/Assessment</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Proof of accreditation and signed implementation reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>● Budget availability to conduct training programmes.</li> <li>● The skills are relevant to the intended beneficiaries at the time of offering the training.</li> <li>● People from previously disadvantaged (PDIs) backgrounds will apply for the training opportunity.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Women, youth, and people with disabilities (PDI)
<b>Spatial Transformation (where applicable)</b>	<i>Not Applicable</i>
<b>Calculation type</b>	Cumulative (Year-End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	6 Training Programmes
<b>Indicator responsibility</b>	Executive Manager: Development Services

<b>Indicator Title</b>	<b>3.7 Number of Capacity-Building Workshops Implemented</b>
<b>Definition</b>	Number of capacity-building workshops planned, organised, and implemented by MKRI to strengthen skills and competencies in priority sectors within KwaZulu-Natal.
<b>Source of Data</b>	Signed attendance registers, post-event reports, workshop programmes.
<b>Method of Calculation</b>	Simple count (quantitative count-based)

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<b>Means of Verification</b>	Attendance registers, beneficiary feedback surveys, and workshop reports.
<b>Assumptions</b>	Funding availability, timely procurement, venue and facilitator availability, and stakeholder participation.
<b>Disaggregation</b>	Gender, age, geographic location (KZN)
<b>Spatial Transformation</b>	Urban, peri-urban, and rural areas in KZN
<b>Calculation Type</b>	Cumulative (Year-End)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	4 workshops
<b>Responsibility</b>	Executive Manager: Development Services

<b>Indicator Title</b>	<b>3.8 Number of Graduates Placed into Work-Based Learning Positions</b>
<b>Definition</b>	This indicator tracks the number of graduates successfully placed into structured work-based learning opportunities facilitated or coordinated by MKRI. Provide graduates with internship opportunities to address youth/graduate unemployment and provide the necessary experience and skills for the work environment. The internship will target applicants who reside in KZN and are in the field of study that is aligned to MKRI's strategic sector and thus contribute to the provincial economy.
<b>Source of Data</b>	Graduate placement database, programme contracts
<b>Method of Calculation</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Portfolio of Evidence (Logbook), workshop attendance records, reports and contracts
<b>Assumptions</b>	Budget availability, qualified applicants, and employer participation
<b>Disaggregation</b>	Youth and women in KZN
<b>Spatial Transformation</b>	Placements across KZN districts, including rural and township areas
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Annual
<b>Desired Performance</b>	15 graduates
<b>Responsibility</b>	Executive Manager: Development Services

Indicator Title	3.9 Number of Innovation Summits Held
<b>Definition</b>	This indicator measures the number of innovation summits conceptualised, organised, and hosted by MKRI to facilitate high-level knowledge exchange, collaboration, and showcasing of innovative solutions aligned to provincial development priorities.
<b>Source of Data</b>	Event records, feedback reports, and attendance logs
<b>Method of Calculation</b>	Simple count (quantitative count-based)
<b>Means of Verification</b>	Event reports and attendance records
<b>Assumptions</b>	Budget availability; proper documentation
<b>Disaggregation</b>	Women, youth, and people with disabilities (PDI)
<b>Spatial Transformation</b>	Provincial outreach across KZN
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	1 summit
<b>Responsibility</b>	Executive Manager: Development Services

## ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

### ANNEXURE A: AMENDMENTS TO STRATEGIC PLAN

The following amendments were made to the MKRI Strategic Plan 2025-2030 during the 2025/26 financial year:

#### 3. Public value statement

Our commitment is to conduct research that stimulates provincial economic growth **and empowerment** through innovative value-added solutions. (Word and empowerment added) As the Moses Kotane Research Institute, we not only drive economic development in KwaZulu-Natal but also empower communities to actively participate in and benefit from this growth.

The explanation of our values has been revised to provide greater clarity and detail, ensuring that each value is more explicitly defined and aligned with our mandate.

#### 4. Values

We apply the following values in carrying out the mandate:

<b>Collaborations</b>	<b>We collaborate on knowledge empowerment to drive research and development for economic growth.</b>
<b>Integrity</b>	We operate with honesty, <b>accountability</b> , and transparency in all our actions.
<b>Ubuntu</b>	We are guided by the philosophy of <b>communalism, shared values, and mutual respect.</b>
<b>Professionalism</b>	We conduct ourselves <b>ethically</b> with competence and responsibility.
<b>Quality</b>	We strive for excellence, <b>high work ethic, and value</b> in all that we do.

## ANNEXURE B: CONDITIONAL GRANTS

<i>Name of Grant</i>	<i>Purpose</i>	<i>Outputs</i>	<i>Current Annual Budget (R'000 thousand)</i>	<i>Period of Grant</i>
1. CIR Project (Commercialisation, Innovation and Research)	Bringing Research to Life	Number of innovation initiatives supported	R1 500	2026/27FY
2. Economic Analysis - Bursaries	Statistical Research	Number of economic analyses supported	R1 000	2026/27FY
3. TRER Capacity Building Initiatives (Digital Skills)	Skills Development	Number of Capacity Building Initiatives supported	R 1 500	2026/27FY

## ANNEXURE D: DISTRICT DEVELOPMENT MODEL

<i>Areas of intervention</i>	<i>Medium Term (3 years - MTEF)</i>					
<i>MKRI Strategic outcomes</i>	<i>Project description</i>	<i>Budget allocation (est.)</i>	<i>District Municipality</i>	<i>Location: GPS coordinates</i>	<i>Project leader</i>	<i>Social partners</i>
<ul style="list-style-type: none"> <li><i>Institutional excellence</i></li> <li><i>Sustainable economic policy environment supported.</i></li> <li><i>Capacity developed for economic growth</i></li> <li><i>Innovation supported for economic growth</i></li> </ul>						
Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable




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ANNUAL PERFORMANCE PLAN

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