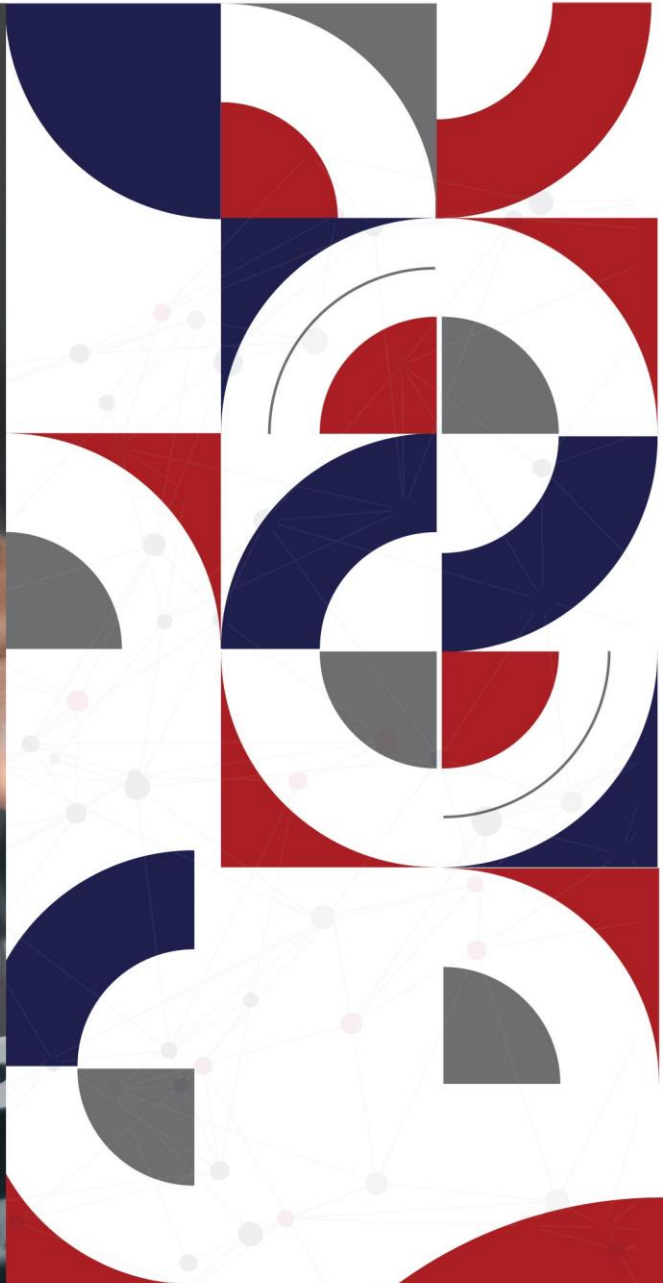


ANNUAL

PERFORMANCE PLAN

APRIL 2024 - MARCH 2025



**Moses Kotane
Institute**

Research · Innovation · Excellence

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List of Acronyms

CFO	Chief Financial Officer
CPI	Consumer Price Index
DDM	District Development Model
DUT	Durban University of Technology
EDTEA	Economic Development, Tourism and Environmental Affairs
IFRS	International Framework for Reporting Standards
GBV	Gender Based Violence
GDP	Gross Domestic Product
ICT	Information Communication Technology
IGR	Intergovernmental Relations
IMF	International Monetary fund
IST	Information Services and Technology
KZN	KwaZulu-Natal
KZN PT	KwaZulu-Natal Provincial Treasury
DSD	Department of Social Development
MerSETA	Manufacturing; Engineering and Related Services (Sector Education and Training Authority)
MKI	Moses Kotane Institute
MTSF	Medium Terms Strategic Framework
MUT	Mangosuthu University of Technology
NDP	National Development Plan
OTP	Office of the Premier
PDGS	Provincial Development Growth Strategy
PESTEL	Political; Economical; Social Technological; Environmental and Legal
PFMA	Public Finance Management Act
PHD	Doctor of Philosophy
POPI	Protection of Personal Information Act
QLFS	Quarterly Labour Force Survey
SETA	Sector Education and Training Authority
SMME	Small Micro Medium Enterprise
STEM	Science, Technology, Engineering and Mathematics
SWOT	Strengths, Weaknesses, Opportunities, Threats

<i>US</i>	United States
<i>UK</i>	United Kingdom
<i>UKZN</i>	University of KwaZulu-Natal
<i>UNIZUL</i>	University of Zululand
<i>WEF</i>	World Economic Forum

Moses Kotane Institute

Executive Authority Statement



The celebration of 30 years of our freedom and democracy is marked by great strides in the area of the acquisition of skills, research and innovation.

When we established Moses Kotane Institute in 2009, we wanted to demonstrate our resolve to open all doors of learning as clearly articulated in the Freedom Charter.

Fast forward, we are presenting this Annual Performance Plan for the financial year 2024/2025 focusing on accelerating access to lifelong learning. Most of all, we are building upon the political successes of Moses Kotane as a pathfinder of our freedom. He developed a road map which has guided us on where we should go, and what we should do to attain create a better life for all. The remarkable strength and resilience he showed, despite prevailing harsh conditions, is a great motivation as we work hard for economic liberation.

Importantly, we recall that while Moses Kotane was working hard to promote the democratic values of human dignity, equality and freedom, in sharp contrast, H F Verwoed was strategising how to, systematically, exclude the majority of South Africans from playing a meaningful role in this country.

Outlining his education policy, Verwoed remarked: “When I have control of native education I will reform it so natives will be taught from childhood to realise that equality with Europeans is not for them: people who believe in equality are not desirable teachers for natives.”

He further noted: “There is no place for an African in the European community above the level of certain forms of labour. For that reason it is of no value for him to receive training which has its aims and absorption in the European community. Until now he has been subjected to a school system which drew him away from his own community and misled him by showing him the greener pastures of the European society in which he is not allowed to graze.”

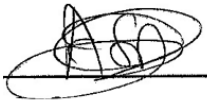
In this APP, we outline our determination to eradicate the legacies of Verwoed and apartheid government in general. We have programmes that demonstrate our understanding that economic growth comes from talent and knowledge.

In addition, we are showing that we understand that research, innovation, science and technology are crucial tools to be used to stimulate growth and to strengthen our economy, and eventually ensure a better life for future generations.

This financial year Moses Kotane will continue to focus on Mathematics, Science and technology programmes. Science and technology represent a major opportunity for world development. However, if not consistent with pro-poor policies, science and technology may increase rather than diminish the existing inequalities.

To address the above, we will focus on the skilling of more than 10 000 students from previously disadvantaged communities. We have partnered with merSETA and institutions of higher learning. We will also clear students' debt.

As an executive authority I present the Annual Performance Plan for Moses Kotane Institute. I undertake to ensure that the resources of this important institution are used to skill the KZN population and to ensure ongoing research and innovation.



MR SIBONISO A. DUMA (MPL)

MEC FOR ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

ACCOUNTING AUTHORITY STATEMENT



It is with great pleasure and pride that I present to you the Moses Kotane Institute's annual performance plan for the year 2024/2025. As the Board Chairperson of this esteemed institution, I am honored to be a part of an organisation that is committed to driving economic growth and development in the province of KwaZulu-Natal.

As we embark on this journey, it is important to reflect on the national development plan goals that guide our work. The Moses Kotane Institute is dedicated to contributing towards the achievement of these goals, which include eradicating poverty and reducing inequality, creating jobs and promoting inclusive economic growth, and building a capable and developmental state. We recognize that a thriving society is one where every citizen has the opportunity to prosper. Our programmes and initiatives are designed to uplift marginalised communities, providing them with the tools and knowledge necessary to break the cycle of poverty and reduce the disparities that persist.

Through our research, innovation, and skills development initiatives, we aim to support the provincial government in achieving its vision of a prosperous and sustainable KwaZulu-Natal. We strive to empower and uplift our communities, especially those in marginalised areas, through the promotion of entrepreneurship, technology, and sustainable economic practices.

As stewards of the public trust, we are committed to cultivating a culture of transparency, accountability, and ethical conduct. Our efforts are directed towards building a developmental state that is not only capable of addressing the needs of the people but is also a beacon of good governance. This annual performance plan is a testament to our commitment to excellence and continuous improvement. It outlines our key objectives, strategies, and targets for the year ahead, and we are confident that with the support and collaboration of our stakeholders, we will successfully execute our plans and make a positive impact on the province.

The NDP recognises education and skills development as critical components for individual empowerment and national progress. The Moses Kotane Institute remains steadfast in its commitment to enhancing educational opportunities and developing the skills necessary for a competitive and dynamic workforce.

I would like to take this opportunity to thank the management team, staff, and partners of the Moses Kotane Institute for their dedication and hard work. I also extend my gratitude to the

A handwritten signature in black ink, appearing to read 'S Khomo', positioned above a horizontal dashed line.

**Ms S Khomo, CA (SA),
Chairperson of the Board (Moses Kotane Institute)**

ACCOUNTING OFFICER STATEMENT



As we approach the start of a new financial year, I am pleased to present to you the annual performance plan for the Moses Kotane Institute for the year 2024/2025. This plan outlines our strategic objectives and goals for the upcoming year, as we continue to strive towards excellence in our mandate of growing the provincial economy through research and development.

The Moses Kotane Institute has had a successful track record in achieving our objectives, and we are committed to maintaining this momentum in the future. Our performance during the current Medium-Term Strategic Framework (MTSF) 2019-2024 has been commendable, and we will continue to build on this foundation to further advance the socio-economic development of KwaZulu-Natal.

As we look towards the next five years, we will remain focused on our core areas of research, innovation, and human capital development, in line with the MTSF 2019-2024. We will also continue to collaborate with various stakeholders, both locally and internationally, to ensure that our efforts have a meaningful impact on the lives of the people of KwaZulu-Natal. We will continue to invest in cutting-edge research that addresses societal needs and contributes to economic growth. Innovation will be at the forefront of our endeavors, with a focus on fostering a culture of creativity and entrepreneurship.

Recognising the importance of human capital in driving progress, we will intensify our efforts in skills development programs. By aligning our initiatives with industry needs, we aim to empower individuals with the knowledge and expertise required to thrive in a rapidly evolving landscape.

In the year 2024/2025, we are committed to implementing initiatives that will drive economic growth, create jobs, and promote sustainable development in the province. Our aim is to play a key role in the transformation of KwaZulu-Natal into a globally competitive and economically vibrant province.

I would like to take this opportunity to thank our dedicated staff, board members, and partners for their unwavering support and commitment to the institute. I am confident that with our collective efforts, we will achieve our objectives and make a positive impact on the province and its people.

I look forward to another successful year as we work towards our vision of being a world-class research and innovation institute. Let us continue to strive towards excellence and make a meaningful difference in the lives of the people of KwaZulu-Natal.

[Adv. Thembelihle Mapipa \(Mar 8, 2024 15:31 GMT+2\)](#)

Advocate Thembelihle Mapipa
Acting Chief Executive Officer (Moses Kotane Institute)
OFFICIAL SIGN- OFF

Official sign-off

It is hereby certified that this Annual Performance Plan.

- Was developed by management of The Moses Kotane Institute with the guidance of the Board of Directors and the Department of Economic Development, Tourism, and Environmental Affairs.
- Takes into account all relevant policies, legislation, and other mandates for which the Moses Kotane Institute is responsible; and
- Accurately reflects the outcomes and outputs which the Moses Kotane Institute will endeavour to achieve over the period 2024/25 financial year.



Signature: Adv. Thembelihle Mapipa (Mar 8, 2024 15:31 GMT+2)

Advocate Thembelihle Mapipa – Executive Manager: Corporate Services



Signature: _____

Dr Simphiwe Buthelezi: Executive Manager – Research and Development



Signature: _____

Dr Vusi Mhlongo: Executive Manager – Innovation and Technology



Signature: _____

Dr Langa Dlamini: Executive Manager – Economics and Statistical Services



Signature: _____

Mr Deon Govender: Chief Executive Officer

Nobukhosi Ndlela

Signature: _____

Ms Nobukhosi Ndlela: Manager – Planning, Monitoring and Evaluation



[Adv. Thembelihle Mapipa \(Mar 8, 2024 15:31 GMT+2\)](#)

Signature: _____

Advocate Thembelihle Mapipa – Acting Chief Executive Officer



Signature: _____

Ms Sphelele Khomo, CA (SA): Accounting Authority – Chairperson of the Board (Moses Kotane Institute)

Approved by:



Signature: _____

Mr Siboniso Duma MPL: MEC for Economic Development, Tourism and Environmental Affairs

**PART A: LEGISLATIVE
MANDATE**

Legislation



PART A: LEGISLATIVE MANDATE

OUR MANDATE

To conduct research and promote innovation, training and skills development that responds to the needs of the provincial economy, through collaboration and coordination.

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

1.1 LEGISLATIVE MANDATE

1.1.1 Constitutional Mandate

Chapter 10 of the South African Constitution (Act 108 of 1996) titled Public Administration makes reference to basic values and principles governing public administration requiring 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 policy-making.
- 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.

1.1.2 The Companies Act

The aim of the Companies Act is to provide for the incorporation, registration, organisation, or management of companies, to define the relationships between companies and their respective shareholders or members and directors. The Moses Kotane Institute was incorporated and registered in terms of the Companies Act 71 of 2008. The entity has the Board of Directors constituted in terms of article 14 of the memorandum of incorporation with registration 2007/031250/08. Accordingly, the entity has adheres to Company Regulations in terms of its legal status, transparency, accountability, integrity including financial reporting, and governance.

1.1.2 The Public Finance Management Act (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, where necessary, adapt. 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 are also covered in this Act.

Public finance covers the public expenditure, public revenue and financial administration all aimed at how 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. Even though the entity is not listed as a public entity, it operates as a schedule 3C entity.

1.1.3 Other applicable legislations:

- Basic Conditions of Employment Act, 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 Organisation.
- Labour Relations Act, 1995 - The Act regulates the relationship between the department as 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.
- Employment Equity Act, 1998 - 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.
- Electronic Communications and Transactions Act, 2002 - 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.
- Promotion of Administrative Justice Act, 2000 - 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.
- Promotion of Access to Information Act, 2000 - Provides for access to any information held by the state or any information held by another person and that is required for the exercise or protection of any rights. It further provides for the procedure whereby information may be requested.
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 - This Act binds the Department and prohibits unfair discrimination by it. It also contains a positive obligation on the Department to promote equality.
- Skills Development Act, 1998 - This Act enjoins the Department to develop a skills development strategy for the department, to implement the strategy and to utilize at least 1% of its payroll for the training and education of its employees with effect from 1 April 2000.

1.2 POLICY MANDATE

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

1.2.1 The National Development Plan (NDP) 2030

The National Development Plan (NDP) defines the long-term vision for South Africa and sets out the programme for the advancement of radical economic transformation through development planning. The NDP encourages innovation, research, and development across sectors, and in government. The NDP indicates that the best solution is for the state to play an active role both in funding research and development and in guiding the type of research that the private and public sectors conduct. It also states that it is essential that research and development sector supports the commercialisation of innovation.

1.2.2 Revised Medium-Term Strategic Framework (MTSF) 2019-2024

The current Medium Term Strategic Framework (MTSF) 2019-2024, which covers the five-year period from 2019 to 2024, outlines the implementation priorities to be undertaken within this period. The MTSF promotes alignment, coordination, and ultimately full integration of all development planning instruments into an integrated framework bearing results without duplication, role conflict and development contradictions, better coordination through the district-based delivery model.

2.UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

Moses Kotane Institute's focus for 2024/25 is to contribute towards sustainable economic development by conducting economic development research on strategic sectors, promoting the use of technology and supporting innovation in the KwaZulu-Natal province. The Institute will also concentrate on facilitating cooperation between training institutions and government to address skills required to transform provincial economy (departments, government training institutions, tertiary institutions, and external training providers) to promote service delivery and create employment opportunities. In alignment with the constitutional mandate of the Department of Economic Development, Tourism and Environmental Affairs, the Institute has committed itself to ensure that its core functions are performed for the attainment of the strategic outcomes which emphasise the importance of sustainable and inclusive economic growth to ensure job creation, human resource development and environmental sustainability.

The Institute has committed itself in advocating and bringing a strong voice for innovation and provision of access to digital technologies to meet the demands of technological advancements. In addition, the entity aims to unlock the economic potential of the province through action research that has impact on industry development, strategy development and policy development. The work of the institution is responsive to the broader guiding policies, as outlined below.

MTSF National Priorities MTSF 2019-2024	Provincial Priorities PGDS 2021	Outcome
Priority 1: Capable, Ethical and Developmental State	Priority No 8 – Build a caring and incorruptible government	<ul style="list-style-type: none"> ❖ Improved leadership, governance, and accountability ❖ Functional, efficient, and integrated government ❖ Social compact and engagement with key stakeholders
Priority 2: Economic transformation and job creation	Priority No. 2 - Job Creation Priority No. 3 - Growing the Economy Priority No. 4 - Growing SMMEs and Cooperatives	<ul style="list-style-type: none"> ❖ More decent jobs sustained and created, with youth, women and persons with disabilities prioritised ❖ Improve competitiveness through ICT adoption, research, and innovation
Priority 3: Health and Education	Priority No. 5 - Education and Skills Development	<ul style="list-style-type: none"> ❖ Improved educational and skills development for all women, girls, youth, and persons with disabilities.

Table 1: Alignment to MTSF 2019-24 and PGDS 2021

PGDS Priority 2: Economic transformation and job creation

Economic growth is paramount for socio-economic development, and it is accepted that inclusive, expanded and sustained economic output is a fundamental driver for economic transformation and job creation. There is an urgent need to derive measures that stimulate growth and development to continuously grow the KZN economy.

The expected outcomes from the Institute include:

- Increased investment in gross expenditure on research and development.
- Growing the knowledge economy through commercialisation of Public Sector funded intellectual property and innovation.
- A digital and future skills development programme promoted.

PGDS Priority No. 5 - Education and Skills Development

The training and preparation of the youth for the world of work is critical and central to their understanding of the meaning they will attach to their education. Education without a purpose becomes lost in the lives of young people who struggle to make sense of it and the purpose thereof. Many young people find it difficult to access job opportunities because their preparation did not sufficiently outline the basic outcomes of their learning. There is an urgent need to retrain many young people and give them skills that are necessary in the changing world. Technology and science are enablers that will lead the youth to explore and create new possibilities.

PGDS Priority 8: Building a capable, ethical, and developmental state.

This priority underpins all other priorities in that the successful implementation of the PGDS is therefore heavily dependent on there being effective and efficient governance systems, across all sectors, but particularly in the Government sector. This requires enhanced productivity and functionality, modernised processes through the implementation of the digital transformation strategy, improved financial management capability, a professional administration that adheres to the ethical code of conduct.

District Development Model

The District Development Model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government including State Owned Entities to work jointly and to plan and act in unison. The model consist of a process by which jointly collaborative planning and implementation is undertaken at district and metropolitan level together by all three spheres of government resulting in a single strategically focussed District Development Model. The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and IGR wherein developmental change is shaped and owned at district level in partnership with communities, citizens, and social partners. MKI interventions on DDM is to promote digital skills development in the province through digital centres.

Monitoring and Evaluation Framework

This document is the overarching policy framework for monitoring and evaluation in the South African Government. It sketches the policy context for supporting frameworks, such as Department of Planning, Monitoring and Evaluation's Revised, the National Treasury's Framework for Managing Programme Performance information and Statistics South Africa's South African Statistics Quality Assurance Framework. It is further supplemented by an outline of the legislative mandates of the various stakeholders charged with its implementation. It also provides a section on principles which will guide future implementation initiatives.

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

The Institute is aligned to the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) from where the entity's strategy and operational agenda are drawn.

EDTEA Programmes	Description
Programme 5: Economic Research, Strategy and Planning	Provides timeous economic information for policy and strategy information and the identification of spatial economic interventions through gathering of economic data, micro and macroeconomic analyses, and economic modelling.

Table 2: Alignment with EDTEA

Alignment: Medium Term Strategic Framework

The current MTSF (2019-24) is structured into 7 priority outcomes which cover the focus areas identified in the NDP chapters and Government's electoral mandate. These outcomes of the framework constitute the policy imperatives of the Government accordingly, to which all government initiatives must be aligned. The contribution of the MKI towards their achievement is outlined below.

MTSF Priorities	Economic transformation and job creation
Sub-outcomes	Improve competitiveness through Information, Communication and Technology (ICT) adoption, research, and innovation. This outcome includes: <ul style="list-style-type: none"> • Increased investment in gross expenditure on research and development. • Growing the knowledge economy through commercialisation of Public Sector funded intellectual property and innovation.
MKI Strategic outcomes	Strategic outcome 1: Relevant evidence-based action research.
	Strategic outcome 2: Expanded innovation support through digital technologies. Support skills development to support economic growth
	Strategic outcome 3: Institutional excellence

Table 3: Alignment with MTSF Outcomes

3.COURT RULINGS

There are no specific Court Rulings that have a significant impact on the operations and service delivery obligations of the Institute.

PART B: STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

1.VISION

To be a leading, globally recognised research institute in growing the provincial economy through development and collaboration.

2.MISSION

To develop practical research-based solutions on priority sectors that contribute to the needs of the provincial economy.

3.VALUES

Quality: Our focus is on providing effective and efficient research of high quality to meet the demands of competitive sector.

Professionalism: We aspire to achieve high standards of professionalism.

Ubuntu: We live by spirit of ubuntu - humility.

Integrity: We will continue to maintain sound moral, ethical principles, respect, and trust.



Figure 1: Our Values

In providing its services Moses Kotane Institute is also guided by the core principles of the South African government within the ambit of Batho Pele. These include:

- Consultation
- Service standards
- Access
- Information
- Courtesy
- Openness and Transparency
- Redress
- Value for Money

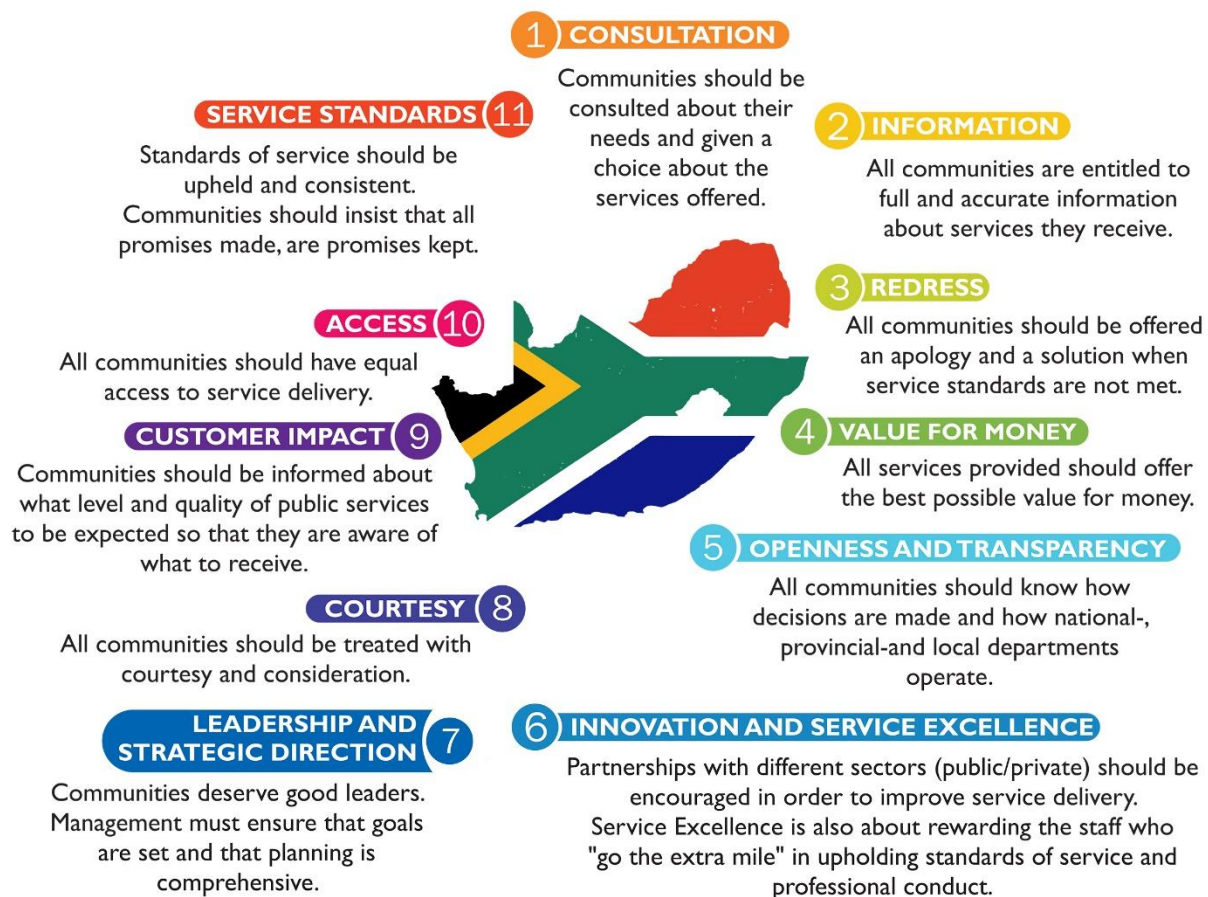


Figure 2: Batho Pele Principles

4 UPDATED SITUATIONAL ANALYSIS

The following section lays out the context within which MKI operates in delivering its mandate. In understanding this context the global economic trends and outlook, socio-economic external and internal analysis that impact on the entity's ability to deliver on its mandate.

4.1 EXTERNAL ENVIRONMENTAL ANALYSIS

4.1.1 Summary Global Economic Trends and Outlook

Global Outlook

The global economy has continued to exhibit signs of recovery, albeit slowly, from the effects of the Covid-19 pandemic, the Russo-Ukrainian war, as well as the cost-of-living crisis. In this respect, the global economy's resilience has been quite remarkable. Notwithstanding the disruptions witnessed in the energy and food markets caused by the Russian- Ukraine war, and more recently the disruptive activity by the Houthi rebels pertaining to the Red Sea shipping route as well as the unprecedented tightening of global monetary conditions to fight decades-high inflation, the global economy has somewhat regressed, but has not stalled. By the time of this writing, the IMF will be launching the January 2024 World Economic Outlook Update from Johannesburg, South Africa which is expected to give us a more informed guide as relating to the World Economic Outlook and the general direction of the South African economy.

Under its baseline scenario, the IMF sees inflation continuing to decline anchored by central banks maintaining a tight monetary policy stance. As many countries approach the peak of their monetary tightening cycles, only a marginal additional tightening would be necessary. However, the IMF cautions against easing prematurely as they foresee this action squandering the gains achieved within the past 18 months. Once the disinflation process is firmly entrenched and near-term inflation expectations are decreasing, adjusting the policy rate downward will allow the monetary policy stance, that is in the form of the real interest rate, to remain unchanged until inflation targets are in sight (IMF World Economic Outlook (WEO), Navigating Global Divergences- October 2023). In most instances, South Africa seems to be taking an unwavering cue from the global multilaterals positions, holding the rate at its recent monetary policy committee meeting on the 25th of January 2024 (Statement of the Monetary Policy Committee, by L. Kganyago, South African Reserve Bank 25 January 2024). This means that the struggling consumers in South Africa will not immediately get the relief they sought from lower interest rates as expected.

With medium-term growth prospects forecast to be weak, more so for the emerging and developing economies, the implications are far reaching. There is then an expectation of a much slower convergence towards the living standards of advanced economies, increased debt vulnerabilities and exposure to shocks as well as a reduced fiscal space. The latter does not auger well when extended to South Africa as it impacts the operations of the Moses Kotane Institute and its delivery on projects. Innovative ways of adding value to the province will therefore need to be a constant factor into the operations of the institute.

Earlier in 2023, many of the emerging market economies had benefitted from strong demand globally and the relatively high commodity prices which accompanied that demand. A few had

also benefitted from changes in global supply chains, as many businesses considered shifting some of their manufacturing from China. With economic growth potentially slowing down in the developed world, emerging market economies may need to shift reliance towards domestic demand to foster their growth. Emerging market economies that have tamed inflation are better placed to keep economic activity in the positive trajectory while the rest of the world grapples with the task of avoiding a recession. Nevertheless, policymakers' support for more economic growth will likely be challenging as elevated government budgets and the risk of inflation for countries like South Africa still limit intervention.

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

Table 4: Overview of the World Economic Outlook Projections

(Percent change, unless noted otherwise)

	2022	Projections		Difference from July 2023 WEO Update ¹		Difference from April 2023 WEO ¹	
		2023	2024	2023	2024	2023	2024
World Output	3.5	3.0	2.9	0.0	-0.1	0.2	-0.1
Advanced Economies	2.6	1.5	1.4	0.0	0.0	0.2	0.0
United States	2.1	2.1	1.5	0.3	0.5	0.5	0.4
Euro Area	3.3	0.7	1.2	-0.2	-0.3	-0.1	-0.2
Germany	1.8	-0.5	0.9	-0.2	-0.4	-0.4	-0.2
France	2.5	1.0	1.3	0.2	0.0	0.3	0.0
Italy ²	3.7	0.7	0.7	-0.4	-0.2	0.0	-0.1
Spain	5.8	2.5	1.7	0.0	-0.3	1.0	-0.3
Japan	1.0	2.0	1.0	0.6	0.0	0.7	0.0
United Kingdom ²	4.1	0.5	0.6	0.1	-0.4	0.8	-0.4
Canada	3.4	1.3	1.6	-0.4	0.2	-0.2	0.1
Other Advanced Economies ³	2.6	1.8	2.2	-0.2	-0.1	0.0	0.0
Emerging Market and Developing Economies	4.1	4.0	4.0	0.0	-0.1	0.1	-0.2
Emerging and Developing Asia	4.5	5.2	4.8	-0.1	-0.2	-0.1	-0.3
China	3.0	5.0	4.2	-0.2	-0.3	-0.2	-0.3
India ⁴	7.2	6.3	6.3	0.2	0.0	0.4	0.0
Emerging and Developing Europe	0.8	2.4	2.2	0.6	0.0	1.2	-0.3
Russia	-2.1	2.2	1.1	0.7	-0.2	1.5	-0.2
Latin America and the Caribbean	4.1	2.3	2.3	0.4	0.1	0.7	0.1
Brazil	2.9	3.1	1.5	1.0	0.3	2.2	0.0
Mexico	3.9	3.2	2.1	0.6	0.6	1.4	0.5
Middle East and Central Asia	5.6	2.0	3.4	-0.5	0.2	-0.9	-0.1
Saudi Arabia	8.7	0.8	4.0	-1.1	1.2	-2.3	0.9
Sub-Saharan Africa	4.0	3.3	4.0	-0.2	-0.1	-0.3	-0.2
Nigeria	3.3	2.9	3.1	-0.3	0.1	-0.3	0.1
South Africa	1.9	0.9	1.8	0.6	0.1	0.8	0.0

Source: IMF 2023

Among the advanced economies are South Africa's major trading partners namely the US, UK, the Euro area, and Japan. An analysis of the 2023 fourth quarter data, from the above table, indicates that there is an economic decline expected for one of South Africa's major trade partners, the US, from 2023 to 2024. There is, however, growth expected in the Euro Area with only Spain expected to show a decline while the UK is expected to record a marginal growth. Advanced economies are expected to decline from 1.5 percent recorded in 2023 to 1.4 percent in 2024. Of the advanced economies, the US's projected growth is expected to decline from 2.1 percent in 2023 to 1.5 percent in 2024. The UK is estimated to grow from 0.5 percent in 2023 to 0.6 percent in 2024. Close to 90 percent of advanced economies are projected to have seen lower growth for 2023. With the projected slowdown in advanced economies, annual unemployment was projected to rise by an average of 0.1 percentage point over 2022-24. The growth figures above indicate that the global economy is not out of the woods yet. Both monetary and fiscal policy still need to be balanced to counter inflation whilst taking cognisance of the economic growth imperative.

Inflation

While inflation has been observed to be easing in many countries, it remains high, and the global landscape is characterised by divergences across the regions. The global energy and food prices have, however, dropped markedly from the 2022 peak values. However, food prices have remained high. With the commensurate normalization in the supply chains, these developments have contributed to a marked decline in headline inflation in most economies. Meanwhile, core inflation, has on average declined slower and stayed well above most central banks' targets.

As a response to a persistent core inflation, major central banks have been tightening their monetary policies. In the US, the Federal Reserve put a pause on their rate hikes at their June meeting. However, they signalled further rate hikes ahead. In China inflation has remained well below the target and the central bank has recently cut policy interest rates. Meanwhile South Africa's inflation outlook has been on a decline since May 2023 to settle well in the target range of 3-6%, at 5.1%, by December 2023 signalling a potential halt to the rate hiking cycle which has constrained the consumer driven economy. Nearly 64% of the country's gross domestic product (GDP) was attributed to private final consumption in 2022 (Price Waterhouse Coopers, 2023). Once the rate hiking cycle is reversed, and lower interest rates prevail, we may see consumers getting more disposable income and economic growth getting a boost both in South Africa and KwaZulu-Natal. However, in the case of a favourable monetary policy, economic growth will also be dependent on other factors on the fiscal side and the government's approach towards structural change considerations. Higher economic growth will auger well for the fiscus through greater revenue collection meaning that the central government would have more resources at its disposal and by extension the province. In that case, projects will not be curtailed or suspended due to the lack of resources that enable organizations such as MKI to effectively execute their mandate.

4.1.2 South Africa – Economic Developments

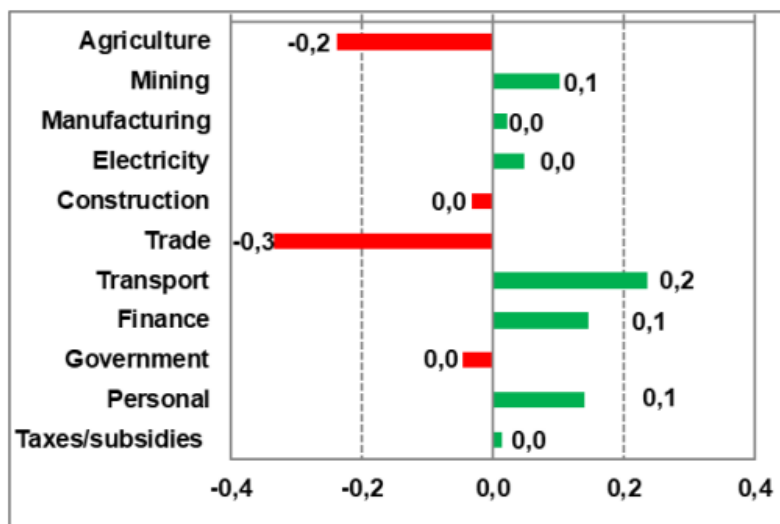
Economic Activity

In the fourth quarter of 2023, real gross domestic product (GDP) recorded a slight growth of 0,1% using the production method (Statistics South Africa Statistical Release, 5 March 2024). This follows a decrease of 0,2% in the third quarter of 2023 signaling some improvement in the country's economic growth. A broad sector analysis reveals that this growth mostly emanated from the Transport, Finance, Mining, and the Personal Services sectors. Meanwhile the Trade sector exerted the most negative drag on economic growth followed by Agriculture in that fashion.

A total of six industries recorded growth in the positive between the third quarter of 2023 and the fourth quarter of 2023. The transport, storage and communication industry increased by 2,9% and contributed 0,2 of a percentage point to GDP growth while Finance rose by 0,6% and contributed 0,1 of a percentage point. Sustained economic growth implies that the economy is headed towards recovery which aids revenue collection and positive sentiment required for investments. Consistent economic growth at high enough levels will assist in job creation and increased supply of goods in the economy.

The figure below shows contributions to growth by the different sectors of the economy in the fourth quarter of 2023.

Figure 3: Contributions to growth in GDP, Q4 2023 (% points)



Source: Stats SA, 2023

Inflation

Consumer price inflation (CPI) in South Africa is expected to remain contained within the midpoint of the policy target range of 3-6% in the fourth quarter of 2023 despite upward pressure from rising fuel prices as well as the impact of load shedding on food prices. The stabilisation of inflation within the target range spells good news for consumers as there is more likelihood, in that instance, that the Central Bank will not increase interest rates further to curb runaway inflation. We may then witness a cycle of interest rate cuts in the near term which auger well for consumer expenditure and growth of the South African economy.

Labour Market Performance, Q3: 2023

The figures extracted from the Quarterly Labour Force Survey (QLFS) Q3: 2023, demonstrate a sharp movement from 'Other not economically active' to the category of 'employed' and 'unemployed' from the second quarter (Q2: 2023) to the third quarter (Q3: 2023).

The working-age population rose by 140,000 (0,3%) in the third quarter of 2023 against the second quarter of 2023. Compared to the previous year's (Q3: 2022) period, the working-age population rose by 564,000 (1,4%). On the other hand, the number of employed persons rose by 399 000 to 16,7 million in Q3: 2023, and the number of unemployed persons decreased by 72 000 to 7,8 million compared to Q2: 2023, resulting in an increase of 326 000 in the number of people in the labour force.

The number of discouraged work-seekers decreased by 26 000 (a 0,8% fall), on the other hand, the number of people who were not economically active for reasons other than discouragement decreased by 160 000 (down by 1,2%) between the two quarters, resulting in a net decrease of 186 000 in the not economically active population.

There was a noticeable reduction in the number of unemployed and not economically active which led to a reduction of 0,7 of a percentage point in the unemployment rate to 31,9%. The

labour force participation rate in Q3: 2023 was higher than that reported in Q2: 2023 because of these movements – increasing by 0,6 of a percentage point to 60,2%.

The absorption rate rose by 0,9 percentage points to 41,0% in the third quarter of 2023 compared to the second quarter of 2023. Employment gains were observed in all sectors with the highest increase of 287 000 in the formal sector, and an increase of 61 000 in the Agricultural sector, and gains of 29 000 were observed in the informal sector and Private households (rose by 22 000) in Q3: 2023. Relative to a year ago, overall employment increased by 979,000 persons. Also, the number of unemployed persons rose by 124,000, and the number of persons who were not economically active was reduced by 539,000.

Furthermore, an extract from the Quarterly Labour Force Survey (QLFS) Q3: 2023 on employment by industry shows that Finance, Community and Social Services, Agriculture, and Construction constituted the largest employment within the South African labour force, respectively. Between Q2: 2023 and Q3: 2023, the number of employed persons increased in six of the ten industries. The largest increase in employment was recorded in Finance (456 000), Community and social services (235 000), Trade (145 000) and Construction (134 000) industries. Decreases in employment were recorded in the Manufacturing (123 000) industries and Utilities (3 000) only.

Table 5: Key labour market indicators

	Jul-Sep 2022	Apr-Jun 2023	Jul-Sep 2023	Qtr.-on- qtr. change	Year- on-year Change	Qtr.-on- qtr. Change	Year-on- year Change
South Africa	Thousand					Percent	
Population 15-64 yrs.	40 322	40,746	40 886	140	564	0.3	1.4
Labour Force	23 491	24,268	24 594	326	1 103	1,3	4,7
Employed	15 765	16,346	16 745	399	979	2,4	6,2
Formal sector (non-agricultural)	10 835	11,329	11 616	287	781	2,5	7,2
Informal sector (non-agricultural)	2 971	3,029	3 058	29	87	0,9	2,9
Agriculture	873	894	956	61	83	6,8	9,5
Private households	1 088	1,093	1 116	22	28	2,0	2,6
Unemployed	7 725	7,921	7 849	-72	124	-0,9	1,6
Not economically active	16 831	16,478	16 292	-186	-539	-1,1	-3,2
Discouraged work-seekers	3 514	3,182	3 156	-26	-358	-0,8	-10,2
Other	13 317	13,296	13 136	-160	-181	-1,2	-1,4
Rates (%)							

Unemployment rate	32,9	32.6	31,9	-0,7	-1,0		
Employed / population ratio (Absorption)	39,1	40.1	41,0	0,9	1,9		
Labour force participation rate	58,3	59.6	60,2	0.6	1,9		

Table 5: Key labour market indicators - Source: Statistics South Africa, Quarter 3: 2023

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

4.1.2 ***Service Delivery Risks***

Inflation and Cost of living

The rapidly changing environment within which MKI operates under has produced a number of development challenges. From an economic perspective the continual inflation increase followed by the rising costs of living which impact poorest households the most is a major concern, this has been exacerbated by the persistent interest hikes by the South African Reserve Bank. The likelihood of increased taxation will also pose challenges for economic growth.

Political Risk: 2024 South African Elections

The country's upcoming elections may have significant impact for South Africa moving forward. Given the current political landscape it is likely that the upcoming elections may result in a coalition government. This will bring about high levels of uncertainty, with potential negative impacts for business confidence. As a result local markets may be likely to see extreme volatility.

Energy Crisis - Loadshedding,

Load shedding continues to be a significant hinderance in the country, impacting both individual households and businesses. The current projections seem to indicate that this problem is still likely to persist also have negative impacts for economic growth, economic stability and business confidence.

Fiscal Constraints (budget cuts)

South Africa like its global counterparts is on a path of economic recovery, however due to pre-existing structural constraints to growth, which include loadshedding, economic disruption caused by the pandemic which have compounded the socio-economic challenges of unemployment, poverty, and inequality, this path will be a difficult one. National Treasury has introduced fiscal consolidation measures these will have to be contended with in the budgeting processes for the KZN province, with budget cuts likely to continue. Reprioritisation of service delivery priorities, the improvement in efficient and effectiveness in providing services, as well as the ability to leverage technology will be critical in assisting the provincial government in addressing this challenge.

Climate Change

Climate change continues to pose a major challenge within the KZN, especially with the severe floods that have impacted the province over the last couple of years, which have been destructive to infrastructure and economic activity. Ongoing changes in weather continue to threaten the province.

Transformation of rural /township economy through research, innovation, and skills development.

The KZN Provincial government is committed to rural and township as catalysts for achieving Radical Economic Transformation. The short, medium- and long-term plan for Moses Kotane Institute is to contribute towards this initiative by conducting research and financing research studies which are aligned to these objectives. Research provides government administrative strategies with the ability to make informed decisions. Research gives the premise to almost all administration approaches in service delivery and assists in different operationalisation of strategies. It also directs the focus of the provincial government, business and industry, labour, and academia.

The institute has a critical role of coordinating innovation activities in the province. Creating an enabling platform for innovators and entrepreneurs is critical because of the contribution innovators and entrepreneurs have towards to GDP of the province, and job creation to curb unemployment and poverty. Establishment of the digital centres are platforms that provide access to infrastructure and capacity development within the space of innovation, entrepreneurship and information, communication, and technology. This initiative will enable rural area communities, by providing training and opportunities through established digital centres in rural areas to reduce the migration of youth who requires access to technology and address ICT inequalities. Innovation is one of the critical issues which were raised by the World Bank which must be taken into cognizance by the South African government to achieve its objectives on economic growth. The World Bank Report (2018) indicates that Innovation is one of the crucial aspects which caused South Africa not to meet its objectives of the National Development Plan. A premium attached to invention and innovation that will act to transform future patterns of production and consumption and similarly transform the nature of work.

Econometrics is the use of statistical and mathematical analysis of economic relationships, and this is used by governments to set economic policy and by private business to aid decisions on prices, inventory, and production. The entity has adopted the approach of using econometrics to guide provincial government on economics and statistical issues. In addition, data is managed thereafter.

The Institute will concentrate on facilitating cooperation between training institutions and government to address skills required to transform provincial economy (departments, government training institutions, tertiary institutions, and external training providers) to promote service delivery and create employment opportunities. MKI focus is on establishing partnerships with relevant institutions to train KZN designated groups and acquire skills that will enable them to establish their businesses or be employable.

PESTEL ANALYSIS

The table below illustrates the organisational PESTEL analysis, as it pertains to factors external to the organisation that can impact MKI in its operations.

Political Factors

The Institute focuses on research in support of the national and provincial goals of fostering economic development. The research programme will inform government decisions on choice of economic sectors to pursue, areas to invest in, innovations and best practices that can be replicated without further research. It will guide government on what is needed to grow and transform the economy and create jobs. Research will take the form of action research that can be implemented within short time, and immediately translate into tangible programmes. Sometimes the political leadership changes and that can alter the direction and focus of research. The upcoming national elections could also additionally affect the work MKI at a political level. The coalition governments may impact the entity's operation as new leadership may introduce new strategies that may require changes in MKI's work.

Economic Factors

The Institution adheres to the Provincial Growth and Development Strategy (PDGS) priority 2, which attempts to derive measures that stimulate growth and development to continuously grow the KZN economy. The expected outcomes from the Institute include a digital and future skills development programme promoted, increased investment in gross expenditure on research and development, and growing the knowledge economy through commercialisation of Public Sector funded intellectual property and innovation. The entity further conducts research for opportunities post-covid, post floods, and post-civil unrest recovery in KwaZulu-Natal. The entity will address the skills mismatch and low labour absorption through development services by ensuring that the skills gap in the province is curtailed.

Social Factors

MKI's current focus on research, innovation and development services that seeks to address some of the most crucial aspects of socio-economic needs. Those MKI activities which have proven to have the most significant impact will be retained. The institute supports the provincial programmes of action such as the gender-based violence campaign. It also does research on skills that are leading economic activity, job creation, digital skills in support of the provincial Human Resources Development Council.

Technological Factors

The 5th industrial revolution started in 2020. Since then, the world has been trying get onto the digital wagon faster than before to remain economically active. The province struggles with connectivity, power outages and catching up with technological advances. KZN is working towards being a smart province. There are also several innovators who lack the means to bring their prototypes to life so that could market and produced for commercial purposes. The Institute closes this gap by looking for such and assists them with the initial steps to commercialising their innovations, and further assists in patenting those innovations. Some of these innovators create digital platforms to be used by various stakeholders. MKI will continuously create cyber security awareness to the province.

Environmental Factors

MKI to focus its work on enhancing the knowledge economy through relevant research particularly in green economy, climate change and other environmental research and covering disasters such as floods, COVID-19, and unrests. It is anticipated that the research findings will assist in the development of a comprehensive and integrated approach to risk management, including the establishment of effective early-warning systems and disaster preparedness. In this way the research conducted by the Institution will influence policy direction for the province. In addition, the Institute will contribute towards climate change through the promotion of sustainable development, reduction of greenhouse gas emissions, and preservation of biodiversity and natural resources.

Legal Factors

The Institute was registered in terms of the Companies Act which generally provides for the incorporation, registration, organisation, or management of companies, to define the relationships between companies and their respective shareholders or members and directors. The mandate of the Institute is currently

not governed by a specific statute. The Bill outlining the specific mandate and governance of the Institute was drafted a few years back. The KwaZulu-Natal Legislature is currently conducting public hearings as part of the enactment process Moses Kotane Research Institute. The Institute was established by government and receives grants in terms of the PFMA to provide economic research services; strategically lead Innovation and Maritime coordination and implementation activities; as well as to facilitate and promote innovation, training and skills development in various economic sectors as guided by the KwaZulu-Natal government from time to time. Even though the entity is not yet listed as a public entity, it operates as a schedule 3C entity to align its accountability as per the PFMA provisions. There are many other laws which the entity is obliged to adhere to including labour laws the POPI Act and related legislation.

Table 6: PESTEL Analysis

4.2 INTERNAL ENVIRONMENT ANALYSIS

The table below illustrates the strengths, weaknesses, opportunities and threats identified through the planning processes. This SWOT assisted during the planning processes in the articulation of the situational analysis.

STRENGTHS - S	WEAKNESSES - W
<ul style="list-style-type: none"> MKI has a highly skilled, knowledgeable, and competent staff compliment. Synergies within the MKI divisions Ongoing upskilling of employees MKI has successful published articles in reputable journal publications moving the organization towards realizing the goal being an internationally recognized research institute. 	<ul style="list-style-type: none"> Inadequate human resources Budget constraints Poor implementation of the research findings Commercialization, intellectual property protection, and digital centre establishment involve complex processes, potentially causing delays. Community awareness and education may pose challenges in fully realizing the benefits of digital centres. Ineffective utilisation of available staff skills Poor internal communication
OPPORTUNITIES - O	THREATS - T
<ul style="list-style-type: none"> Collaborations with Institutions of Higher Learning. Develop mutualistic partnerships with other research institutions. To position MKI as an internationally recognized research institution. Source external research funding and foster partnerships with developmental funding institutions. Increase the visibility of the organization both nationally, and internationally. Publish research on peer reviewed journals. Opportunities to align with government initiatives supporting innovation, economic growth, and digital inclusion. Leveraging emerging technologies can streamline processes and enhance the impact of digital centres. 	<ul style="list-style-type: none"> Lack of collaboration (working in silos). Duplication of research that has already been conducted (reinventing the wheel). Competition for limited resources (human and capital). Staff turnover Questionable value adds of our research due to the lack of implementation of the research findings. Plagiarism. Budget and financial constraints. Intense competition in the innovation and technology sector may pose challenges for successful commercialization and intellectual property protection. Evolving regulations in intellectual property and technology may impact processes and require adaptation. Economic uncertainties may impact funding for innovation projects, intellectual property protection, and digital centre establishment. Delayed payment of external stakeholders which may compromise service delivery and may pose a reputational risk. Instability of political climate.

Table 7: SWOT Analysis

4.2.1 Institute's Strategic Outcomes

The Institute has three strategic outcomes, and these are:

- Institutional excellence
- Relevant evidence-based action research
- Expanded innovation through digital technologies.

4.2.2 Institute's programmes

The Institute has a budget structure which is classified into four programmes. The Annual Performance Plan has been aligned to the budget structure. As for 2024/25 the programmes will be structured as follows:

- **Programme 1:** Corporate Services and Administration, serves as a support structure to core Units.
- **Programme 2:** Research and Development Services is responsible to conduct socio-economic research for the province.
- **Programme 3:** Innovation and Technology Services is responsible for promoting and facilitating innovation in the province.
- **Programme 4:** Economics and Statistical Services is responsible for mining economics and statistical data that contributes towards economic growth and development of the KZN oceans economy.

Research focuses on commercial and economic growth and development opportunities, labour market research, strategic sector research and contemporary socio-economic issues that support the mandate of Economic Development, Tourism and Environmental Affairs. Research is conducted through in-house capacity, independent contracting, and experiential learners. The organogram can be expanded to a certain level; however, due to the demand of research and varying expertise and specialisations on various sectors, that are often required for a shorter period, it would be impractical to have an organogram that provides the true and entire capacity of the entity's needs. The institute also collaborates with academia and private sector in implementation of its mandate. This is the reason experiential learnership and independent contracting is necessary. The service delivery of programmes will be driven through institutional excellence under the programme of corporate services and administration.

MKI will focus on the following activities:

- Conducting research on strategic sectors
- Promote innovation in the province.
- Promote use of technology in the public sector.
- Promote skills development in the province.
- Provide economics and statistics to the province.
- Host conferences, summits, and dialogues.
- Fund research students.
- Establish and maintain fruitful partnerships with various stakeholders.

- Continuous improvement as a learning organisation.
- Work towards finalisation of the Moses Kotane Research Institute's Bill.

Environmental Trends

Global warming has impacted economic growth through damage to property and infrastructure, lost productivity, mass migration and security threats. The balance between winners and losers turns increasingly negative as temperatures rise (Marchant, 2021). Global warming is expected to increase the frequency and severity of extreme weather events, bringing with it property and infrastructure loss. In KZN, severe flooding and landslides caused by heavy rainfall on 11-13 April caused the death of 448 people, displaced over 40 000 people, and destroyed over 12 000 houses in the south-east part of South Africa. It also severely damaged infrastructures: roads, health centres, schools (International Federation of Red Cross and Red Crescent Societies, 2022). Rising sea levels will also likely harm economic output as businesses become impaired and people suffer damage to their homes. While the initial economic response to recover this damage may be positive for Gross Domestic Product (GDP) once it is recognized that such events are a permanent feature of the environment, the world economy faces an extreme challenge (International Monetary Fund, 2017). The IMF (2017) stated that it is not worth replacing capital stock unless measures are taken to prevent future damage, or there is an opportunity to move the business to safer ground. At best, this could involve a short period of disruption as businesses relocate; at worst, a permanent loss of capital stock and output (Wade and Jennings, n.d.). As the temperatures continue to climb, the damage will become increasingly permanent.

According to WEF survey conducted for medium to long term on top 10 risks, it was indicated that the long-term risk of failure to tackle climate change emerges as the biggest set of risks. From failure to mitigate climate change to biodiversity loss and ecosystem collapse, the top 4 most severe risks over the next 10 years are all environmental. The Institute has contributed by co-hosting the summit in province to create platform for energy vehicle. This will ensure the implementation of low-carbon transition by investing in new technologies, it will improve production, boost competitiveness and cut pollution benefiting KZN citizens, the environment and food security. MKI will explore alternative energy sources, such as solar or wind power, and consider investing in on-site generation capabilities to supplement the main power supply to implement energy-efficient technologies.

Governance

The entity is adhering to using the principles of King IV Code of governance for government, and that includes having a board of directors which is appointed by the executive council of EDTEA. The board oversees the functioning of an entity. The Board has five sub-committees including the Audit and Risk Committee, Finance Committee, Research and Development Committee, Human Resources Committee and the Social and Ethics Committee.

Cross-cutting focus areas

The NDP Vision 2030 and the PGDS prioritises the significant role of women, youth, and people with disabilities in our society and their importance in ensuring a strong society. The Institute remain committed in support of women, youth, and people with disabilities by contributing towards the objectives of Radical Economic Transformation setting a percentage of 70% towards procurement by designated group. Promoting digital skills through digital centres is mostly benefited by youth, the commercialisation of innovation and bringing research to life, has a high

participation involvement from KZN youth. In addition, MKI provides temporary job opportunities which targets vulnerable groups, specifically youth. There is a 50 percent involvement of women in the Senior Management Service level, led by females. The Institute conducted research studies that covers the topics such as digital divide and GBV in the place of worship. Findings of research with recommendation were disseminated to the province for decision making to curbe the discrimination of vulnerable groups. The institute will support and promote skills development that empowers vulnerable groups through partners with the key stakeholders. MKI committed that going forward the establishment of digital centres will cater for people with disabilities.

Scheduling of MKI and Rationalisation of entities

The province has been in a process of rationalising the entities from 2015/16 and the process has been slow. As part of this processes it was resolved that the Institute would not be merging with any entity, and that it will continue to undertake research and facilitate innovation, skills development activities for the KwaZulu-Natal.

The Institute is in the process of being listed as a schedule 3C of the Public Finance Management Act. The Moses Kotane Institute's Bill met all the compliance requirements and is currently in the public participation phase. On the finalisation of the public participation processes it envisaged that the institution will be a schedule 3C public entity.

The pending promulgation of the MKI Bill will result in an expansion of the scope of the work performed by the MKI. To this end the institution is in the process of finalising the relocation of its operations to the Iziko@Dube (KZN Innovation hub). This will allow MKI to provide resources and facilities required for the purposes of promoting commercialisation and innovation activities for SMMEs.

Human Resources

The Institute requires research capacity and expertise that can only be achieved by human capital. The migration from an old mandate of STEM in 2019 to the new entity rightfully attracts an increase in staff. The existing organogram caters for 42 staff, whereas the work requires 100 staff. The entity will consider the expansion of the organogram once the listing process is finalised. It is proposed that the Institute be listed in the public finance management schedule of entities as a 3C. As of the 31 March 2023, there were 7 vacancies, 42% (3/7) being critical (middle-management), this had contributed to slow performance productivity. Nevertheless, the entity currently has full complement of executives assisting the accounting officer in fulfilling the mandate and ensuing a lean and mean structure to drive successful and meaningful service delivery. It is strongly believed that MKI's growth and ongoing success depends on employing skilled and motivated employees. The Institute invest in its human capital through staff training on various key strategic areas to enhance their skills and ability to thrive towards excellence.

Financial Resources

The Institute adheres to the Public Finance Management Act which covers the public expenditure, public revenue and financial administration all aimed at how government can create, maintain, or intervene in the existing economy. The Institute receives grants in terms of the PFMA to deliver research services that are aimed at improving public policy and service delivery and thus maintains the capacity for efficient, effective, and transparent financial management. Even though the entity is not listed as a public entity, it operates as a schedule 3C entity as it receives all its revenue from Vote 4.

Audit Outcomes

The entity works towards achieving clean audits in each financial year. For the 2022/23 financial year, the Institute has once again achieved a clean audit opinion, awarded by Auditor-General, this has been an exceptional consecutive outcome and contributes towards Build a caring and incorruptible government. The International Framework for Reporting Standards (IFRS) is used by the Institute. IFRS are a set of accounting standards that govern how particular types of transactions and events should be reported in financial statements. The standards were developed and are maintained by the International Accounting Standards Board (IASB).

Information Services and Technology (IST)

The Institute opted to insource the IST and established an internal unit which was set to grow over the five years. This unit is charged with establishing, monitoring, and maintaining information technology systems and services. It oversees the installation and maintenance of computer network systems within the Institute. The unit started off with one employee in 2018 and grew to a fully-fledged unit by end of 2019. The service offering has also been growing, and migration from different service providers was gradual. By 2020, the services were cloud-hosted by the Dube Trade Port.

MKI Stakeholders

In delivering on its mandate MKI will continue to build on collaborative partnerships with its key stakeholders.

The below table illustrates the list of stakeholders and their role to the Institute:

STAKEHOLDERS ANALYSIS

No	Stakeholder	Role of Stakeholder
1	KwaZulu-Natal Economic Development, Tourism and Environmental Affairs (KZN EDTEA)	KZN EDTEA is the shareholder Department that provides mandate to the Institute and grants operational funding on an annual basis.
2	KwaZulu-Natal Provincial Treasury (KZN PT)	This is an oversight Intuition that oversees all budget, expenditure and compliance matters in accordance with legislated financial prescripts. In particular the PFMA.
3	KwaZulu-Natal Department of Social Development (KZN DSD)	This is an oversight institution that collaborates with the MKI in projects related to Research and Development, Innovation and Knowledge Management, as well as 4th and 5th Industrial Revolution and skills development related programmes.
4	The Manufacturing Engineering and Related Services Sector, Education and Training Authority (Mer SETA)	merSETA, provides funding to MKI for the facilitation of skills development in the province.
5	KZN Higher Institutions of Learning i) University of KwaZulu-Natal (UKZN) ii) University of Zululand (UNIZUL) iii) Mangosuthu University of Technology (MUT) iv) Durban University of Technology (DUT)	These are academic institutions where students who are funded through MKI bursaries undertake their studies. As academic institutions, these organisations will be key partners in collaborative efforts aimed at making MKI an internationally recognised research institute.
6	Entrepreneurs and Innovators	Certain MKI 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.

7	Youth in KZN	The youth within KZN in particular those who are undertaking postgraduate studies are key recipients in terms of the bursaries' awarded and the key beneficiaries of temporary employment provided by MKI.
6	KZN Municipalities (All districts)	KZN municipalities are key collaborators towards the implementation of MKI strategic activities that occur within their municipal jurisdiction.
8	Training Providers	MKI partners up 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.

Table 9: Stakeholder Analysis

Organisational Environment

The organisational structure of MKI was reviewed and revised in terms of the 2020-2025 strategic plan. The total establishment as per revised organogram following the revised mandate, envisaged that the Institute will undertake job evaluation and restructure itself to align with research mandate.



5.3 High Level Organisational Structure

The institute uses in-house capacity, independent contractors, and experiential learners in the form of master's and doctoral students to conduct research. The support statutory service including internal audit and board secretariat are outsourced.

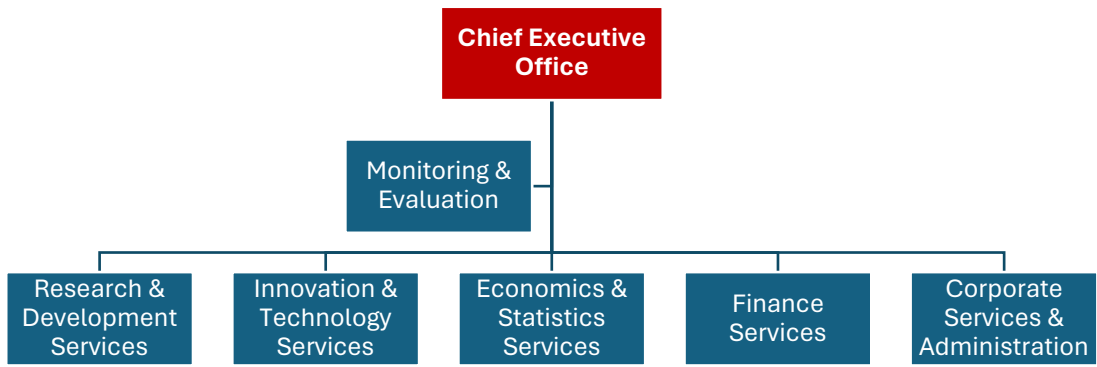


Figure 4: High level structure



Figure 5: Moses Kotane Board Members and Executive Management

PART C: MEASURING OUR PERFORMANCE



PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Moses Kotane Institute delivers on its mandate as defined in Part B above, through the impact and outcomes articulated in its 2020/21 – 2024/2025 Strategic Plan. These have been captured as follows:

- ❖ Impact Statement: Innovative and inclusive KZN knowledge Economy
- ❖ MKI Strategic outcomes
 - Strategic Outcome 1: Relevant evidence-based action research.
 - Strategic Outcome 2: Expanded innovation support through digital technologies.
 - Strategic Outcome 3: Institutional Excellence

The following sections therefore outlines the planned outputs and indicators within each programme that the institute will be undertaking over the medium term expenditure period. These are set out programmatically and provide an illustration of how MKI is working toward the realisation of the strategic outcomes and impact as contained in the Strategic Plan.



1.1 PROGRAMME 1: CORPORATE SERVICES AND ADMINISTRATION

1.1.1 PURPOSE

The purpose of programme 1 is to support core programmes through institutional excellence. The support programme includes the first pillar which is the office of the chief executive officer, which provides leadership and strategic guidance and directs the institute to implement the strategies and policies from the national, provincial and the board structures. The second pillar is the finance services, which provides financial management, procurement, and oversees audit and risk management functions. The third pillar of this programme is corporate services which offers a suite of services including communication, legal, facilities and human resources services.

1.1.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2024/25

PROGRAMME 1 – CORPORATE SERVICES & ADMINISTRATION

Outcome	Outputs	Output Indicators	Annual Targets			Estimated Performance	MTEF Period		
			Audited/Actual performance				2023/24	2024/25	2025/26
			2020/21	2021/22	2022/23				
Institutional Excellence	Strategic Partnerships Established	1.1 Number of strategic partnerships established	4	4	10	4	4	4	4
	Clean audit opinion achieved	1.2 Number of Clean audit opinion achieved	Clean Audit	Clean Audit	Clean Audit	Clean Audit	1 Clean Audit opinion	1 Clean Audit opinion	1 Clean Audit opinion
	Valid invoices paid within 30 days	1.3 Percentage of valid supplier's invoices paid within 30 days period	100%	100%	26,42%	100%	100%	100%	100%
	Procurement awarded to BBBEE service providers	1.4 Percentage of Procurement spend on BBBEE service providers	72%	72%	88,75%	70%	70%	70%	70%
	Employment opportunities created for unemployed graduates	1.5 Number of unemployed graduates provided with temporary employment opportunities	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	Revised Output Indicator	500	500	500
	Events conducted to promote MKI initiatives	1.6 Number of events held to promote MKI initiatives	New Output Indicator	New Output Indicator	4	4	4	4	4

1.1.3 OUTPUT INDICATORS: ANNUAL AND QUARTELY TARGETS FOR 2024/25: CORPORATE SERVICES AND ADMINISTRATION

Output Indicators	Annual target 2024/25	Quarterly targets			
		Q1: Apr - Jun	Q2: Jul - Sep	Q3: Oct - Dec	Q4: Jan - Mar
1.1 Number of strategic partnerships established	4	0	0	0	4
1.2 Number of Clean audit opinion achieved	1 Clean audit opinion achieved	0	1	0	0
1.3 Percentage of valid supplier's invoices paid within 30 days period	100%	0	0	0	100%
1.4 Percentage of Procurement spend on BBBEE service providers	70%	0	0	0	70%
1.5 Number of unemployed graduates provided with temporary employment opportunities	500	0	0	0	500
1.6 Number of events held to promote MKI initiatives	4	0	0	0	4

1.1.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

This budget programme supports MKI with corporate services functions, and is a key driver of ensuring the realisation of the strategic outcome institutional excellence as identified in the 5 year Strategic Plan of the organisation. Over the medium-term period, the programme aims to provide centralised strategic administrative support; strategic policy and planning alignment; effective corporate governance, risk management; monitoring and evaluation and coordination of strategic communication with MKI stakeholders. Programme 1 also houses the human resource management function which, includes recruitment & selection, human resource development, performance management, labour relations and human resource administrative systems.

The office of the CFO provides effective financial management practices, including management accounting, financial accounting, supply chain management as well as asset management, in line with the requirements of the Public Finance Management Act (PFMA) and broader governance regulatory frameworks. It also provides effective cash flow management within the organisation to ensure that the Department remains within its budgetary allocations, taking cognisance of the current economic environment and fiscal constraints.

Furthermore, the outputs identified within this programme are aimed providing a corporate support services framework and assist in prioritising the interventions that are most cost-effective and impactful, especially in regard to jobs and inclusive growth. Improved efficiency and effectiveness are becoming increasingly essential given limited financial resources faced by the Institute and the province. This includes reducing regulatory red tape, while ensuring compliance

to appropriate regulatory frameworks that assists the Institute to monitor and combat corruption and fraud.

1.2 PROGRAMME 2: RESEARCH AND DEVELOPMENT SERVICES

1.2.1 PURPOSE

The purpose of programme 2, which is one of the core services, is to provide research services to the provincial government by conducting research on strategic sectors that contribute significantly to the GDP of the province. The unit collects, analyses, and interpret economics data and statistics related to the socio-economic status in the province. The result of this data is distributed in the form of research reports, advisory reports, and statistical infographics for the province. The major clients of this programme include EDTEA, OTP, Department of Agriculture and Rural Development, the Human Resource Council, public entities, and municipalities located within the province.

1.2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2024/25 PROGRAMME 2 – RESEARCH AND DEVELOPMENT SERVICES

Outcome	Outputs	Output Indicators	Annual Targets			Estimated Performance	MTEF Period		
			Audited/Actual performance				2023/24	2024/25	2025/26
			2020/21	2021/22	2022/23				
Relevant evidence-based action research	Strategic sector research conducted	2.1 Number of strategic sector research conducted	8	10	10	4	6	6	6
	Published research articles on journals	2.2 Number of research articles submitted for publication	New Output Indicator	New Output Indicator	4	2	2	2	2
	Funded research students	2.3 Number of postgraduate students funded for research and innovation	150	150	115	30	40	40	40
	Mentored postgraduate students	2.4 Number of postgraduate students mentored	New Output Indicator	New Output Indicator	54	30	40	40	40
	Strategic sector dialogues hosted	2.5 Number of strategic sector dialogues hosted	New Output Indicator	New Output Indicator	4	2	3	3	3

1.2.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS FOR 2024/25: RESEARCH AND DEVELOPMENT SERVICES

Output Indicators	Annual targets 2024/25	Quarterly targets			
		Q1: Apr - Jun	Q2: Jul - Sep	Q3: Oct - Dec	Q4: Jan - Mar
2.1 Number of strategic sector research conducted	6	1	1	2	2
2.2 Number of research articles submitted for publication	2	0	0	1	1
2.3 Number of postgraduate students funded for research and innovation	40	0	0	40	0
2.4 Number of postgraduate students mentored	40	0	0	40	0
2.5 Number of strategic sector dialogues hosted	3	0	1	1	1

1.2.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The institute undertakes research intervention to with the aim of informing the provincial policies and interventions to improve service delivery. In undertaking the identified outputs MKI seeks to realise the strategic outcome of “*Relevant evidence-based action research*”, as encapsulated it’s 5-year Strategic Plan.

Furthermore, the research that MKI conducts contributes towards the provincial priorities and PGDS 2035 as follows:

- **Priority No 3 – Growing the Economy**

Strategic Objective 1.1: Develop and Promote the Agricultural Potential of KZN

Strategic Objective 1.6: Enhance the Knowledge Economy

KwaZulu-Natal has experienced several challenges in the past 3 years, which include COVID-19, July social unrest and floods. These challenges have had a disastrous impact on the economy of the province. All the key provincial strategic sectors have suffered major loss as a result. Sectors that were adversely affected include manufacturing, agriculture, construction, mining, Electricity/water and gas supply, trade, and transport etc., which contribute significantly to the economy and GDP of the province. To address this challenge. The institute conducts research in various strategic sectors in line with the PGDS 2035 priority sectors for the province. The sectors include agriculture, manufacturing, tourism, green economy, transport, and logistics, aerotropolis, maritime and ICT. MKI has also contributed in the development of cannabis masterplan that will promote agricultural and agro-processing activities in the province. Furthermore, MKI enhances knowledge of the economy through conducting relevant research that is aimed at radically transforming the economy of the province.

- **Priority No.4 - Growing SMMEs and Cooperative**

Strategic Objective 1.5: Promote SMME and Entrepreneurial Development

The institute is passionate about the development of the SMME's and cooperatives in the province. Our commitment to the development of the SMME's in the province can be confirmed by the initiative that MKI have promulgated such as research on informal economy and the development of the SMME masterplan. Moreover, MKI in collaboration with EDTEA have introduced initiatives such as bringing research to life, which is geared towards assisting SMME's with innovative ideas to commercialize their products and services.

▪ Priority No. 5 – Education and Skills Development

The up shoot of graduate unemployment is a global crisis. It is a challenge that most economies are facing under the current economic circumstances. In Africa and South Africa in particular, graduate unemployment is a very daunting challenge in the labour market. This is further exacerbated by the misalignment between curriculum and industry or business needs. Almost half of the ten million graduates, churned out of the over 668 universities in Africa annually, are unemployed. Of all the challenges mentioned above, the most daunting of all these challenges is the graduate and youth unemployment (51.5%). To address this crisis and the shortage of skilled workforce Moses Kotane Institute is supporting postgraduate students in various institutions of higher learning ranging from honours to PhD. The institute has supported over two thousand undergraduate and postgraduate students since its inception. This programme is aimed at producing highly skilled graduates that will contribute meaningfully to the provincial economy.



1.3 PROGRAMME 3: INNOVATION AND TECHNOLOGY SERVICES

1.3.1 PURPOSE

The purpose of programme 3 is to conduct emerging technologies and innovation research that drive provincial economic activities, to promote innovation and to promote technology use in the province leading to digital capacitation of the public sector officials and citizens.

1.3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2024/25 PROGRAMME 3 - INNOVATION AND TECHNOLOGY SERVICES

Outcome	Outputs	Output Indicators	Annual Targets			Estimated Performance	MTEF Period		
			Audited/Actual performance				2023/24	2024/25	2025/26
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Relevant evidence-based action research	Strategic sector research conducted on innovation and technology	3.1 Number of innovation and technology research conducted	5	10	15	4	4	4	4
	Published research articles on journals	3.2 Number of to innovation and technology research articles submitted for publication	New Output Indicator	New Output Indicator	New Output Indicator	New Output Indicator	1	1	1
Expanded innovation support through digital technologies.	Filed innovation and technology projects for intellectual property processing	3.3 Number of filed intellectual property	New Output Indicator	New Output Indicator	2	4	4	4	4
	Supported research and innovation projects for commercialisation	3.4 Number of research and innovation projects supported for commercialisation	New Output Indicator	New Output Indicator	6	4	4	4	4
	Established digital centres	3.5 Number of digital centres established	4	4	4	2	2	2	2

1.3.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS FOR 2024/25: INNOVATION AND TECHNOLOGY SERVICES

Output Indicators	Annual targets 2024/25	Quarterly targets			
		Q1: Apr - Jun	Q2: Jul - Sep	Q3: Oct - Dec	Q4: Jan - Apr
3.1 Number of innovation and technology research conducted	4	1	1	1	1
3.2 Number of to innovation and technology research articles submitted for publication	1	0	0	0	1
3.3 Number of filed intellectual property	4	0	0	0	4
3.4 Number of research and innovation projects supported for commercialisation	4	0	0	0	4
3.5 Number of digital centres established	2	0	0	1	1

1.3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The planned performance over the medium-term period encompasses five key initiatives: Innovation and technology research; research articles; intellectual property filing; support for research and innovation projects for commercialisation; and establishment of digital centres. These initiatives are aligned to the key strategic imperatives of MKI. The unit undertakes these initiatives as a part of realising the strategic plan outcomes related to the relevant evidence-based action research and expanded innovation support through digital technologies. These key initiatives also contribute to the MTSF priority, the PGDS 2035. The key initiatives to be delivered on with the chosen outputs for the unit include:

Innovation and technology research and publication

Studies in innovation and technology research in KZN will be undertaken, these are aimed at addressing critical areas of development and advancement within the region. Each study is strategically designed to contribute to the institution's overall outcomes and impact, with a particular focus on priorities relating to women, youth, and people with disabilities.

Establishment of Digital Centres

The unit seeks to establish additional digital centres in KwaZulu-Natal (KZN). These are strategically designed to address key objectives outlined in the MKI Strategic Plan. Each digital centre represents a program aimed at facilitating access to digital resources, fostering technological literacy, and promoting economic empowerment, with a particular focus on inclusivity and addressing the needs of women, youth, and people with disabilities.

The establishment of digital centres in KZN is a strategic initiative aimed at promoting digital inclusion, economic empowerment, and innovation. By providing access to technology, training, and support services, these centres will play a pivotal role in bridging the digital divide and creating opportunities for all members of the community, with a particular focus on empowering women, youth, and people with disabilities.

Research and Innovation Projects for Commercialization

This output focuses on providing support to the research and innovation projects with a clear emphasis on commercialization. This includes identifying market opportunities, developing prototypes, and creating pathways for bringing innovations to the for KZN innovators, researchers, entrepreneurs and SMMEs. The commercialization of research and innovation projects is intended to bridge the gap between research and practical application, fostering economic development. By supporting the commercialization of innovations and research, this program aims to create job opportunities and stimulate economic growth, with a particular focus on inclusivity for women, youth, and people with disabilities.

Processing of Innovation and Technology Projects for Intellectual Property

In this initiative the unit focuses on the processing of innovation and technology projects for intellectual property protection. This includes the registration of trademarks, patents, copyrights,

and trade secrets. The outputs are legal protections that enhance the value and marketability of innovative projects for KZN innovators, researchers, entrepreneurs and SMMEs.

By facilitating the protection of intellectual property, the In-Tech Unit aims to stimulate innovation, encourage entrepreneurship, and create a conducive environment for economic growth. Special consideration is given to ensuring that women, youth, and people with disabilities have equitable access to intellectual property protection, fostering a diverse and inclusive innovation landscape.

1.4 PROGRAMME 4: ECONOMICS AND STATISTICAL SERVICES

1.4.1 PURPOSE

The purpose of programme 4 is to mine economics and statistical data and to contribute to the growth and development of the KZN oceans economy. The result of this data is distributed in the form of research reports, advisory reports, and statistical infographics for the province.

1.4.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR 2024/25 PROGRAMME 4 – ECONOMICS AND STATISTICAL SERVICES

Outcome	Outputs	Output Indicators	Annual Targets			Estimated	MTEF Period		
			Audited/Actual performance			Performance	2024/25	2025/26	2026/27
			2020/21	2021/22	2022/23	2023/24			
Relevant evidence-based action research	Economic research conducted.	4.1 Number of economic research conducted	5	10	12	4	5	5	5
	Statistical reports produced	4.2 Number of statistical reports produced	New Output Indicator	New Output Indicator	8	4	4	4	4
	Advisory reports produced.	4.3 Number of advisory reports	New Output Indicator	New Output Indicator	4	3	4	4	4

1.4.3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS FOR 2024/25: ECONOMICS AND STATISTICAL SERVICES

Output Indicators	Annual targets 2024/25	Quarterly targets			
		Q1: Apr - Jun	Q2: Jul - Sep	Q3: Oct - Dec	Q4: Jan - Apr
4.1 Number of economic research conducted	5	1	1	2	1
4.2 Number of statistical reports produced	4	1	1	1	1
4.3 Number of advisory reports	4	1	1	1	1

1.4.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Over the medium-term, the programme aims to provide economic research, statistical services, advisory reports and maritime capacity development services. The focus over the medium term will be to conduct relevant research to identify growth drivers and cues for provincial economic development support interventions to aid the province in measures directed at job creation and transformation. The programme will provide quality data and statistics which contribute towards accurate research and analysis to help advance inclusive economic development and growth in the KZN province. Furthermore, the programme will avail a range of research, advisory and capacity development services for the maritime/oceans economy.

This programme will leverage on collaboration with external stakeholders, available in-house capacity, and tools to ensure effective delivery of outputs.

The planned performance over the medium term period for the Economics and Statistical Services unit encompasses the following key research initiatives: Assessing availability of human resources capacity and funding in KZN Maritime schools; investigating the alignment of university maritime output versus maritime industry skills demand; determining the status of stevedoring in KZN ports; profiling local economic development in selected KZN districts and identifying threats and new economic opportunities for the KZN province. We will additionally publish statistical reports over this period to aid provincial decision-making and craft suitable interventions. We will also develop an economic model that guides intervention impact as part of economic planning efforts for the province while drafting advisories as and when necessary. These key initiatives are aimed at achieving the MKI Strategic Plan outcome of relevant evidence-based action research. They also contribute to the KZN PGDS 2035 as well as the MTSF priorities 2, 3 and 7.

2. PROGRAMME RESOURCE CONSIDERATIONS

TOTAL BUDGET FOR 2024/25 AND MEDIUM-TERM EXPENDITURE ESTIMATES

Overview of the 2024/25 expenditure estimates

Table 8: Expenditure estimates (x '000)

MKI BUDGET 2021/22 - 2026/27							
	Actual audited outcomes		Baseline	Main Appropriation	Medium Term Expenditure Estimates		
Support	47 889	41 675	41 971	42 814	44 193	46 173	47 697
Compensation of employees	33 015	34 680	29 209	31 164	32 204	33 266	34 364
Operations	10 003	6 995	12 762	11 650	11 989	12 907	13 333
Capital expenditure	4 871	-	-	-	-	-	-

MKI BUDGET 2021/22 - 2026/27							
	Actual audited outcomes		Baseline	Main Appropriation	Medium Term Expenditure Estimates		
Core Programmes	24 105	18 701	17 667	20 307	16 329	16 062	17 275
Research and Development	6 607	5 695	5 695	7 111	6 851	5 810	6 647
Innovation and Technology	1 227	7 683	6 922	8 324	5 573	5 756	5 939
Economics and statistical services	16 271	5 323	5 050	4 872	4 175	4 496	4 689
Sub-total	71 994	60 376	59 638	63 122	60 522	62 235	64 972
Direct charges from EDTEA	69 449	56 125	55 108	59 207	58 667	60 296	62 950
VAT Refund	1 509	-	3 131	-	-	-	-
Interest and other earnings	1 036	4 251	1 399	3 915	1 855	1 939	2 022
Total budget for the year	71 994	60 376	59 638	63 122	60 522	62 235	64 972

Table 9: Economic classification (x '000)

Economic classification	Audited Outcome		Baseline	Main Appropriation	Medium term expenditure estimates		
	2020/21	2021/22			2022/23	2023/24	2024/25
Current payments	33 015	34 680	30 611	31 164	32 204	33 266	34 364
Compensation of employees	33 015	34 680	30 611	31 164	32 204	33 266	34 364
Goods and services of which:	38 979	23 556	27 687	31 958	28 318	28 969	30 608
Auditing expenses	763	729	767	828	871	916	1 311
Board expenses	2 033	2 193	2 193	2 307	2 427	2 553	2 686
Communication	628	645	645	681	717	754	1 078
Computer services	685	972	972	800	842	885	1 266
Consultants, contractors and special services	228	1 441	200	245	258	271	388
Marketing	559	1 578	600	607	639	672	961
Operating leases	701	37	37	743	782	823	1 176
Other operating expenses	2 785	7 492	7 492	4 389	4 617	4 857	6 946
Training and development	1 000	1 941	1 941	1 000	1 052	1 107	1 583
Travel and subsistence	400	2 495	390	400	421	443	633

Economic classification	Audited Outcome		Baseline	Main Appropriation	Medium term expenditure estimates		
Programme expenses	28 696	4 033	12 450	19 457	15 167	15 135	11 789
Payment for capital assets	500	-	-	500	526	553	791
Total	71 994	58 236	58 298	63 122	60 522	62 235	64 972

3. Updated Key Risk and Mitigation from SP

This table illustrates the outcomes and strategic risks for MKI for 2020-25 and how they could be mitigated, these were articulated taking into account the MKI risk register.

Table 10: Risk Management

Outcome	Key risks	Risk mitigation
Relevant evidence-based action research.	<p>Increased socio-economic hardships.</p> <p>Large scale involuntary migration</p> <p>Geoeconomic confrontation</p> <p>Economic inequalities</p> <p>Misinformation and disinformation</p>	<p>Promoting innovation, research, and development to boost high-tech activities and enhance the province competitiveness on the global stage.</p> <p>Tackling high levels of inequality through the implementation of policies promoting social and economic equity.</p> <p>Promote honesty, ethics, and integrity, helps strengthen democratic institutions and the capability of the state to fight corruption.</p>
Expanded innovation support through digital technologies.	<p>Widespread of cybercrime and cyber insecurity</p> <p>Technological description</p> <p>Persistent energy crises lead to infrastructure deteriorating.</p>	<p>Create awareness of cyber threat by conducting workshops and ensure cyber security is implemented, antivirus and the use of firewall.</p> <p>Promotion of sustainable development, reduction of greenhouse gas emissions, and preservation of biodiversity and natural resources.</p> <p>Adopting a comprehensive and integrated approach to risk management, including the establishment of effective early-warning systems and disaster preparedness.</p>
Relevant evidence-based action research.	<p>Research funding not contributing to the development of the economy.</p> <p>Skills gaps in the province.</p> <p>Funding research students that have topics that do not cover the socio-economic challenges faced by province.</p> <p>student dropouts</p>	<p>Invest in education and skills development to enhance workforce quality, promote innovation, and increase overall productivity.</p> <p>Research Funding Committee</p> <p>Research students' capacity development</p> <p>Contract management.</p>
Institutional Excellence	<p>High cost of living crisis</p> <p>National fiscal constraints (reduction in budget allocation)</p> <p>Inadequate service delivery</p> <p>Persistence corruption</p>	<p>Creating a supportive environment for entrepreneurship and Small, Medium, and Micro Enterprises (SMMEs). By encouraging innovation, to providing access to finance and business support services, and streamlining bureaucratic processes.</p> <p>Strengthening governance and combat corruption by fostering transparency, accountability and abide by policies and procedures.</p>

Outcome	Key risks	Risk mitigation
	Lack of rule of law resulting in declining public confidence and trust Weak accountability and governance Persistence corruption (political) Leadership deficit	Strengthening of measures to be taken to uphold the rule of law, ensuring equal treatment for all citizens. Promote honesty, ethics, and integrity, helps strengthen democratic institutions and the capability of the state to fight corruption, ensure compliance with the institutional values management by promoting ubuntu, integrity, accountability, professionalism and be innovative. Strengthening strategic partnerships and engaging more effectively with the community at large.
	Stagnant growth, Persistence inequality High unemployment	Prioritise policies that foster economic growth and stimulate job creation. Tackling high levels of inequality through the implementation of policies promoting social and economic equity.

Figure 6: Top 10 Global Risks as per WEF



Top 10 Global Risks as per WEF

Source: World Economic Forum, Global Risks Perception Survey 2023 -24

The report uses data from the Global Risks Perception Survey 2022-2023 to understand the risks the world is likely to face over the coming 10 years. The survey identifies the cost-of-living crisis as the most severe threat facing us over the next two years. Next is natural disasters and extreme weather events while geoeconomic confrontation also features in the top 3 most severe risks in our most immediate future.

Contrast this to a 10-year view and the long-term risk of failure to tackle climate change emerges as the biggest set of risks. From failure to mitigate climate change to biodiversity loss and ecosystem collapse, the top 4 most severe risks over the next 10 years are all environmental. Indeed, the cost-of-living crisis drops out of the top 10 entirely, while geoeconomic confrontation drops to 9.

PART D: TECHNICAL INDICATORS



PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

PROGRAMME 1: CORPORATE SERVICES AND ADMINISTRATION

Indicator Title	1.1 Number of Strategic partnerships established
Definition	To establish strategic partnerships that will assist MKI to implement its mandate
Source of data	Stakeholder database
Method of calculation/Assessment	Simple count of partnerships established.
Means of Verification	Signed MoU/MoA
Assumptions	Strategic partners will buy-in into the partnership.
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where application)	Not Applicable
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	4 partnerships established
Indicator responsibility	Chief Executive Officer

Indicator Title	1.2 Number of Clean audit opinion achieved
Definition	This refers to the outcome of 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, Performance Reports.
Method of calculation/Assessment	Simple 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

Indicator Title	1.3 Percentage of valid supplier's invoices paid within 30 days period
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-day period, divided by the total number of suppliers/invoices who 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 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 spend on BBBEE service providers
Definition	Prioritizing 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 MKI total procurement spend x 100. Number of awards made to procurement awarded to designated groups divided by the Total number of procurement wards and then multiply by 100.
Means of verification	Approved procurement report
Assumptions	The service providers from previously disadvantage 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)	<i>Not Applicable</i>
Calculation type	Non-cumulative
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 unemployed graduates provided with temporary employment opportunities
Definition	Temporal job create that focuses on unemployed graduates to participate in research field work.
Source of data	Graduates Database
Method of calculation/Assessment	Simple count the number of temporary job creation for unemployed graduates.
Means of Verification	Reports on temporary job created for unemployed graduates
Assumptions	The unemployed of graduates will submit their application.
Disaggregation of Beneficiaries (where applicable)	Youth
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Non-cumulative (Year-End)
Reporting cycle	Annual
Desired performance	500 temporary jobs created
Indicator responsibility	Executive Manager: Corporate Services

Indicator Title	1.6 Number of events held to promote MKI initiatives
Definition	Events held to deliver research findings, promote innovation and capacity building
Source of data	Reports and videographic/photos
Method of calculation/Assessment	Simple count of events held.
Means of Verification	Video graphics and photos
Assumptions	There will be budget available to host such events. The targeted audience will participate in the event.
Disaggregation of Beneficiaries (where applicable)	<i>Not Applicable</i>
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Non-Cumulative (Year-End)
Reporting cycle	Annual
Desired performance	4 events held to promote MKI
Indicator responsibility	Executive Manager: Corporate Services

PROGRAMME 2: RESEARCH AND DEVELOPMENT SERVICES

Indicator Title	2.1 Number of strategic sector research conducted
Definition	To conduct socio-economic research for provincial government.
Source of data	Research articles (publications), statistical software
Method of calculation/Assessment	Simple count the number of research reports completed over the year
Means of Verification	Research reports
Assumptions	The research conducted and the recommendations made will be utilised to improve decision making in government, develop policies and inform government interventions and improve service delivery.
Disaggregation of Beneficiaries (where applicable)	<i>Not Applicable</i>
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	6 research reports 2024/25
Indicator responsibility	Executive Manager: Research and Development Services

Indicator title	2.2 Number of research articles submitted for publication
Definition	Contribution to the body of knowledge and to be internationally recognised quality research Institute. In addition, MKI seeks to shape policy perspectives and improved service delivery interventions and to disseminate research findings and recommendations to various stakeholders.
Source of data	Research Reports
Method of calculation /Assessment	Simple count of research publications.
Means of verification	Research Journal submitted for publications (email submission, confirmation of receipt of submission)
Assumptions	There are available research articles for publication.
Disaggregation of Beneficiaries (where applicable)	<i>Not Applicable</i>
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annually
Desired performance	2 research articles submitted for publication
Indicator responsibility	Executive Manager: Research and Development Services

Indicator Title	2.3 Number of postgraduate students funded for research and innovation
Definition	Postgraduate students funded for research through the MKI research fund targets applicants who resides in KZN and are in the field of study that are aligned to MKI strategic sector and thus contribute to the provincial economy.
Source of data	Statistical report of the number of students funded
Method of calculation/Assessment	Simple count the number of students funded for research per fiscal year.
Means of Verification	Funding agreement and award letters
Assumptions	Based on budget availability postgraduate students will be funded for research that is geared d towards provincial development.
Disaggregation of Beneficiaries (where applicable)	Women, youth, and people with disabilities (PDI)
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative (Year-End)
Reporting cycle	Annual

Indicator Title	2.3 Number of postgraduate students funded for research and innovation
Desired performance	40 students funded
Indicator responsibility	Executive Manager: Research and Development Services

Indicator Title	2.4 Number of postgraduate students mentored
Definition	This programme is aimed at mentoring and coaching postgraduate students funded by MKI in terms of technical skills and soft skills. Furthermore, this initiative is meant to assist students and to facilitate the completion of their studies. Moreover, this initiative seeks to groom and develop well rounded individuals who will contribute meaningfully to the economy of the province.
Source of data	MKI funded postgraduate student's database
Method of calculation /Assessment	Simple count the number of postgraduate students mentored per fiscal year
Means of verification	Student Mentorship reports
Assumptions	MKI have a capacity to mentor the funded postgraduate. Full participation and contribution by the postgraduate students to the mentorship programme.
Disaggregation of Beneficiaries (where applicable)	Women, youth, and people with disabilities (PDI) funded by MKI
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Mentor 40 postgraduate students
Indicator responsibility	Executive Manager: Research and Development Services

Indicator Title	2.5 Number of strategic sector dialogues hosted
Definition	To disseminate research findings to government, business, labour, and citizens
Source of data	Research reports findings
Method of calculation /Assessment	Simple count of the number of sector fora hosted
Means of verification	Attendance registers, Photos, and media clips
Assumptions	The research findings will be implemented by the relevant stakeholders.
Disaggregation of Beneficiaries (where applicable)	<i>Not Applicable</i>
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	3 strategic sector dialogues hosted
Indicator responsibility	Executive Manager: Research and Development Services

PROGRAMME 3: INNOVATION AND TECHNOLOGY SERVICES

Indicator Title	3.1 Number of innovation and technology research conducted
Definition	To conduct socio-economic research for provincial government
Source of data	Research articles (publications), statistical software
Method of calculation/Assessment	Simple count the number of research reports completed over the year
Means of Verification	Research reports
Assumptions	The research conducted and the recommendations made will be utilised to improve decision making in government, develop policies and inform government interventions and improve service delivery.

Indicator Title	3.1 Number of innovation and technology research conducted
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4 research reports 2024/25
Indicator responsibility	Executive Manager: Innovation and Technology Services

Indicator title	3.2 Number of to innovation and technology research articles submitted for publication
Definition	Contribution to the body of knowledge and to be internationally recognised quality research Institute. In addition, MKI seeks to shape policy perspectives and improved service delivery interventions and to disseminate research findings and recommendations to various stakeholders.
Source of data	Research Reports
Method of calculation /Assessment	Simple count of research publications.
Means of verification	Research Journal submitted for publication
Assumptions	There are available research articles for publication.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-cumulative (year-end)
Reporting cycle	Annually
Desired performance	1 research articles submitted for publication on peer-reviewed journals
Indicator responsibility	Executive Manager: Innovation and Technology Services

Indicator Title	3.3 Number of filed intellectual property
Definition	To assist innovators, protect their rights to innovations they develop
Source of data	CIPC filing, intellectual property protection proposal received from intellectual property filing and innovation calls. (trademarks, patents, copyrights, and trade secrets)
Method of calculation /Assessment	Simple Count
Means of verification	Attendance registers/CIPC registration certificate
Assumptions	To support skills interventions that identify and address current and future needs
Disaggregation of Beneficiaries (where applicable)	Researchers, entrepreneurs, SMMEs, and innovators
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	4 projects filed for intellectual property processing
Indicator responsibility	Executive Manager: Innovation and Technology Services

Indicator Title	3.4 Number of research and innovation projects supported for commercialisation
Definition	To bring research and innovation to life
Source of data	Central Suppliers Database (CSD), innovation proposal received from innovation calls
Method of calculation /Assessment	Simple count
Means of verification	Proposals submitted and funding agreements

Indicator Title	3.4 Number of research and innovation projects supported for commercialisation
Assumptions	To support researchers and innovators to bring their research and innovation to life.
Disaggregation of Beneficiaries (where applicable)	Researchers, entrepreneurs, SMMEs, and innovators
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	4 research and innovation projects supported for commercialisation
Indicator responsibility	Executive Manager: Innovation and Technology Services

Indicator Title	3.5 Number of digital centres established
Definition	To establish digital technologies that will improve ICT completeness throughout the province.
Source of data	Request received from stakeholders
Method of calculation /Assessment	Simple count the number of digital centres completed per district.
Means of verification	Signed MoU by strategic partners/SLA
Assumptions	Expanded innovation support to KZN citizens through digital technologies
Disaggregation of Beneficiaries (where applicable)	KZN citizens, communities.
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	2 digital centres established
Indicator responsibility	Executive Manager: Innovation and Technology Services

PROGRAMME 4: ECONOMICS AND STATISTICAL SERVICES

Indicator Title	4.1 Number of economic research conducted
Definition	To conduct economic and maritime research for the provincial government.
Source of data	Research database
Method of calculation/Assessment	Simple count the number of research reports completed over the year
Means of Verification	Research reports
Assumptions	Credible evidence-based research is made available to make recommendations on policy and interventions.
Disaggregation of Beneficiaries (where applicable)	<i>Not Applicable</i>
Spatial Transformation (where applicable)	Research targets the entire KZN province.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	5 research reports 2024/25
Indicator responsibility	Executive Manager: Economics and Statistical Services

Indicator title	4.2 Number of statistical reports produced
Definition	To maximise the level of policy-relevant knowledge to support development and growth in the KZN economy.
Source of data	Research Database
Method of calculation /Assessment	Simple Count (number of statistical reports completed over the year)
Means of verification	Statistical Reports

Indicator title	4.2 Number of statistical reports produced
Assumptions	There are available data and statistics to produce the statistical reports.
Disaggregation of Beneficiaries (where applicable)	Government, business, labour, and citizens
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	4 statistical reports produced.
Indicator responsibility	Executive Manager: Economics and Statistical Services

Indicator title	4.3 Number of advisory reports
Definition	To maximise the level of policy-relevant knowledge to support economic development of the KZN province.
Source of data	Research Repository
Method of calculation /Assessment	Simple Count (number of advisory reports completed over the year)
Means of verification	Signed Advisory Reports
Assumptions	There is available research to produce advisory reports.
Disaggregation of Beneficiaries (where applicable)	<i>Not Applicable</i>
Spatial Transformation (where applicable)	<i>Not Applicable</i>
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4 Research and advisory Reports produced.
Indicator Responsibility	Executive Manager: Economics and Statistical Services

Annexures to the Annual Performance Plan

Annexure A: Amendments to the Strategic Plan

Amendment to Vision: To update vision by adding word transforming changed from “To be a leading, globally recognised research institute in growing the provincial economy through research and development”. Vision updated to “To be a leading, globally recognised research institute in growing and **transforming** the provincial economy through research and development”. As the entity’s focus is on growing and transforming provincial economy.

Amendment to Values: New value to be added as “Innovate”, to contribute towards key interventions that’s promote economic growth through innovation, values to be amended and read as follows:

- Quality: Our focus is on providing effective and efficient research of high quality in order to meet the demands of competitive sector.
- Professionalism: We aspire to achieve high standards of professionalism.
- Ubuntu: We live by spirit of ubuntu - humility.
- Integrity: We will continue to maintain sound moral, ethical principles, respect, and trust.
- Innovate: We will facilitate and promote innovation

Amendments to output indicators. New indicators to be included that caters the facilitation and promotion of innovation in the province and increase the support for designated growth. Output indicator to be read as “Number of research and innovation projects supported for commercialisation”.

Mandate Statement

To conduct world class research and promote innovation, training and skills development that responds to the needs of the provincial economy, through collaboration and coordination.

Vision

To be a leading, globally recognised research institute in growing the provincial economy through development and collaboration.

Amendments to Strategic Outcome - Added new Outcomes: Institutional Excellence

Strategic objective added to ensure that the entity is providing responsive, efficient, and effective administration and governance by having effective financial management resulting in achievement of clean governance through compliance with relevant legislation, regulations, and policies.

Annexure D: District Development Model

Areas of intervention	Medium Term (3 years – MTEF)					
	Project description	Budget allocation (est.)	District Municipality	Location: GPS coordinates	Project leader	Social partners
Expanded innovation support through digital technologies. Support skills development to support economic growth						
Digital skills interventions	Digital Centre establishment (Okhahlamba) - Digital skills literacy	R1 m	uThukela	Bergville Sports Centre Gold Road Bergville - 28.7329710, 29.3603909	Innovation Services Unit	EDTEA Okhahlamba Local Municipality
Digital skills interventions	Digital Centre establishment (Greater Kokstad) - Digital skills literacy	R1 m	Harry Gwala	Kokstad Skills Centre, Corner of Nqubela and Makhae Road 30' 3245.3 S / 29'2609.4E	Innovation Services Unit	EDTEA Greater Kokstad Local Municipality
Digital skills interventions	Digital Centre establishment (Umfoloji) - Digital skills literacy	R1 m	King Cetshwayo	Mfolozi Service Centre 25 Bredelia Street, - 28.6016317, 32.0819392	Innovation Services Unit	EDTEA UMfolozi Municipality
Digital skills interventions	Digital Centre establishment (Pongolo) - Digital skills literacy	R1 m	Zululand	Belgrade Thusong Centre D1867 Lat 31.278261 Long - 27.267363	Innovation Services Unit	EDTEA Phongolo Local Municipality
Digital skills interventions	Digital Centre establishment (Amahlubi) - Digital skills literacy	R1 m	uThukela	Amahlubi, Community Service Centre Bhekuzulu, Next to Mandela clinic - 28.9783923, 29.6923120	Innovation Services Unit	EDTEA Inkosi Langalibalele Municipality
Digital skills interventions	Digital Centre establishment (uMdoni)- Digital skills literacy	R1 m	uGu	Umdoni Municipality Satellite office, Ndududu Dududu 30.3209635, 30.6882172	Innovation Services Unit	EDTEA Umdoni Municipality
Digital skills interventions	Digital Centre establishment (Mandeni) - Digital skills literacy	R1 m	iLembe	uMfolozi TVET College Enf of Anderson Rd, Mandeni 4490 29deg.10'10.43" S 31deg.24'58.59'E	Innovation Services Unit	EDTEA Umfoloji Local Municipality

Areas of intervention	Medium Term (3 years – MTEF)					
	Project description	Budget allocation (est.)	District Municipality	Location: GPS coordinates	Project leader	Social partners
Expanded innovation support through digital technologies. Support skills development to support economic growth						
Digital skills interventions	Digital Centre establishment (Jozini)-Digital skills literacy	R1,3 m	uMkhanyakude	Indumo area Jozini Innovation Center, Mahlabeni Primary School 26°58'19.8 S / 15°15'30.3E	Innovation Services Unit	EDTEA Jozini Local Municipality Umhlosinga Development Agency
Digital skills interventions	Digital Centre establishment (KwaMashu - Durban) - Digital skills literacy	R1 m	eThekwin Metro	KwaMashu Smart Exchange	Innovation Services Unit	EDTEA KwaMashu Smart Exchange
Digital skills interventions	Digital Centre establishment (Harry Gwala Technohub) - Digital skills literacy	R1,5 m	Ixopo	Harry Gwala Development Agency Portion 27, Ellerton Farm, Ixopo 30.148921454112 998, 30.072795465775 492	Innovation Services Unit	EDTEA Harry Gwala Local Municipality Harry Gwala Development Agency
Digital skills interventions	Digital Centre establishment (Richmond) - Digital skills literacy	R1 m	uMgungundlovu	63 Harding Street, Richmond 63 Harding Street, Richmond	Innovation Services Unit	EDTEA Richmond Local Municipality
Digital skills interventions	Digital Centre establishment (Ndwedwe) - Digital skills literacy	R1 m	iLembe	Ndwedwe Municipal library P100 Rd, Ndwedwe 4342	Innovation Services Unit	EDTEA Enterprise iLembe
Digital skills interventions	Digital Centre establishment Umlazi -Digital skills literacy	R1 m	eThekwin Metro	Mangosuthu University of Technology, uMlazi, 511 Griiffiths Mxenge Hwy, Durban 4032	Innovation Services Unit	EDTEA MUT



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