



R I C H A R D S B A Y  
INDUSTRIAL DEVELOPMENT ZONE



**Richards Bay Industrial Development  
Zone Company SOC Ltd  
Annual Performance Plan**

**2017/18**

G A T E W A Y T O W O R L D M A R K E T S

## FOREWORD BY THE MEC FOR ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

On the 9th May 2011 the country witnessed the sod-turning ceremony which paved the way for the construction of the Richards Bay Industrial Development Zone's Phase 1A. Since the inception of the RBIDZ, investments totalling R6,8 billion have been signed. Coupled with this, more than 2000 direct jobs have been created through construction. This has been achieved because of partnerships involving the district, local municipalities, as well as the private sector.

The KwaZulu Natal Provincial government is committed to working with the leadership of various communities in this district in view of the fact that this province has some of the poorest communities in our country. Many of these communities are rural, and require a lot of our attention and effort in driving their economic development. It is with this in mind that the RBIDZ is positioned as a significant role player when it comes to job creation and the betterment of the lives of our people.

The quest to attract foreign direct investment into the RBIDZ is a deliberate effort aimed at ensuring that government's ambitions of closing the widening gap between the rich and the poor. The marketing of RBIDZ in national and international platforms through conferences, seminars and exhibitions will be intensified. These marketing efforts are yielding positive results as indicated by an increasing number of investments leads.

In October 2016 I led a delegation that attended the **Taiyuan Energy Low Carbon Development Forum** held in China with the aim of promoting structural reform in coal consumption and to develop a low carbon lifestyle. This forum presented an opportunity for us to see how other countries are embracing the green environment. This opportunity was also utilized to market the Richards Bay Industrial Development Zone as an investment destination; especially in energy infrastructure, given its aspirations of housing the Liquefied Natural Gas Hub. This on its own presented us as key players on issues of preservation of the environment through clean air projects and the promotion of a low carbon lifestyle.

I am confident that the warm friendship and recognition between us and the people of China will yield various business and investment opportunities which shall see the South African economy taking a positive turn. My confidence is bolstered by the dedication of our leadership – starting from the President His Excellency J.G Zuma to the Premier of the Province of KwaZulu-Natal Mr Willies Mchunu who are the drivers of economic change and remain our anchors in fostering good relations with other countries.

The energy supply sector plays a pivotal role in the South African economy in improving the quality of life for the previously disadvantaged majority as well as supporting large-scale industrial development. While a great deal has been achieved in growing the economy over the past 23 years of our freedom and democracy, our immediate action as government is working with different stakeholders in attracting direct investment in the strategic energy infrastructure.


The government wants energy infrastructure programmes to focus extensively in rural areas and labour intensive approaches to be used for massive job creation purposes. We have set an ambitious target of increasing total employment to 4.5 million in 2030 (from 2.4 million in 2010). This means that an annual growth rate of 5.43% is required in order to achieve job creation targets.

We are using both investments in energy infrastructure and environmental sustainability as a driving force towards our targets. Energy costs and the sustainable generation thereof have in recent times become increasingly important.

The KwaZulu-Natal provincial government has taken advantage of Operation Phakisa, which was launched by President Zuma a few years ago, and is currently exploring opportunities that will ensure that we use our coastline to generate energy. Richards Bay Industrial Development Zone is critical in ensuring the success of Operation Phakisa given its strategic location in close proximity of the international deep – water Port of Richards Bay. We have identified various sources through which energy may be generated and these include waves, ocean currents, tidal currents, salinity gradients, and water thermal gradients.

As a responsible government we are rising to fulfil the dreams and hopes of all the citizens of this province regardless of their class, race, gender and geographic location. All endeavours should focus on aligning policies and strategies in line with the New Growth Trajectory as informed by the Industrial Policy Framework, the New Growth Path as well as the provincial vision articulated through the work of the Provincial Growth Development Strategy. The surrounding districts have some of the highest unemployment and poverty rates in the country and by bringing investment to the RBIDZ, inequality, poverty and unemployment can be challenged head on.

In all platforms I have emphasized the need for the province to increase foreign direct investment to address the socio-economic strain resulting from subdued economic growth. Over the next few years we will intensify our plans to ensure that the Richards Bay Industrial Development Zone becomes a catalyst for job creation and foreign direct investment. In achieving this entity will place greater emphasis on the acquisition of land and strategic properties in order to expand its footprint.

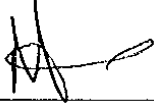


**MR SIHLE ZIKALALA, MPL**

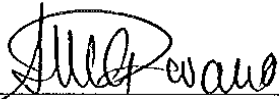
**MEC: ECONOMIC DEVELOPMENT, TOURISM and ENVIRONMENTAL AFFAIRS**

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Richards Bay Industrial Development Zone Company SOC Ltd under the guidance of its Board of Directors,
- Takes into account all the relevant policies, legislation, and other mandates for which the Richards Bay Industrial Development Zone Company SOC Ltd is responsible.
- Accurately reflects the strategic outcome oriented goals, objectives, key performance indicators, and targets which the Richards Bay Industrial Development Zone Company SOC Ltd will endeavour to achieve over the 2017/18 year.



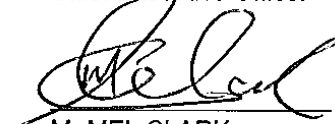
Mr MZAMO KHUZWAYO  
Chief Financial Officer



Ms GUGULETHU ZWANE  
Executive Manager: Office of the CEO



Mr PUMI MOTSOAHAE  
Chief Executive Officer



Mr MEL CLARK  
Board Chairperson

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## LIST OF ACRONYMS

<b>ACF</b>	African Competition Forum
<b>ASGISA</b>	Accelerated and Shared Growth Initiative for South Africa
<b>BRICS</b>	Brazil, Russia, India, China and South Africa
<b>CCA</b>	Customs Control Area
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CIDB</b>	Construction Industry Development Board
<b>CIP</b>	Critical Infrastructure Programme
<b>dti</b>	Department of Trade and Industry
<b>EDTEA</b>	Economic Development Tourism and Environmental Affairs
<b>EDD</b>	Economic Development Department
<b>EIA</b>	Environmental Impact Assessment
<b>EXCO</b>	Executive Committee
<b>FDI</b>	Foreign Direct Investment
<b>GDP</b>	Gross Domestic Product
<b>GGP</b>	Gross Geographical Product
<b>HR</b>	Human Resources
<b>ICN</b>	International Competition Network
<b>ICT</b>	Information and Communication Technology
<b>IDZ</b>	Industrial Development Zone
<b>IPAP</b>	Industrial Policy Action Plan
<b>IRR</b>	Internal rate of return
<b>ISO</b>	International Organisation for Standardisation
<b>IT</b>	Information Technology
<b>ITT</b>	Interdivisional Task Team (ITT)
<b>KMS</b>	Knowledge Management System
<b>KZN</b>	KwaZulu-Natal Province
<b>LRA</b>	Labour Relations Act
<b>MDA</b>	Manufacturing Development Act
<b>MOU</b>	Memorandum of Understanding
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSF</b>	Medium Term Strategy Framework
<b>NDP</b>	National Development Plan
<b>NEDLAC</b>	National Economic Development and Labour Council
<b>NEET</b>	Not in education, employment or training
<b>NEMA</b>	National Environmental Management Act
<b>NGP</b>	New Growth Path
<b>NPC</b>	National Planning Commission
<b>OHSACT</b>	Occupational Health and Safety Act
<b>PDP</b>	Personal Development Plan

<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>PFMA</b>	Public Finance Management Act
<b>PGDS</b>	Provincial Growth and Development Strategy
<b>RB</b>	Richards Bay
<b>RBIDZ</b>	Richards Bay Industrial Development Zone Company
<b>RSA</b>	Republic of South Africa
<b>SARS</b>	South African Revenue Service
<b>SCM</b>	Supply Chain Management
<b>SDI</b>	Spatial Development Initiative
<b>SEZ</b>	Special Economic Zone
<b>SMART</b>	Specific, Measureable, Achievable, Relevant and Time Bound
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TIKZN</b>	Trade and Investment KwaZulu-Natal
<b>TISA</b>	Trade and Investment South Africa

## **PART A: STRATEGIC OVERVIEW**



## 1. Introduction

The Strategic Plan 2017-2022 provides the basis for the development of the Annual Performance Plan 2017-2018. The first year of the Strategic Plan's implementation will place an emphasis on the achievement of outputs, key performance areas, and targets set out in the Annual Performance Plan for 2017-18, as this is the base year that determines how well the subsequent Annual Performance Plans from 2018-2022 will be achieved.

The Annual Performance Plan 2017-2018 comprises of three parts;

**Part A** of this document includes a strategic overview that consists of a summary of its strategy environment as input into the strategic planning process; the Richards Bay Industrial Development Zone's (RBIDZ) mandate, vision and values; the six strategic goals that form the basis of the Strategic Plan 2017-2022; and this annual performance plan.

**Part B** contains a summary of the programmes that are geared towards achieving the RBIDZ's strategic goals and the performance indicators per programme. It sets out the specific performance targets that the RBIDZ will aim to achieve in the pursuit of strategic outcome orientated goals set out in the RBIDZ's strategic plan.

**Part C** sets out the Links to long-term infrastructure and other capital plans.

## 2. The Strategy Environment of the Richards Bay Industrial Development Zone

The development of a sound strategy requires a thorough understanding of the anticipated changes and realities in the RBIDZ's strategy environment. As part of the strategic planning process, a detailed situational analysis of the strategic environment was conducted and examined from various perspectives, namely: an external environmental analysis, a review of external stakeholders' expectations and an internal environmental analysis. Emanating from these three components of the situational analysis or perspective on the strategy environment, a set of strategic considerations emerged, which inform the development of the strategic goals of the RBIDZ and its execution priorities:

### 2.1 Economic trends

- Provincial economic development priorities
- National and international competition coordination and practices
- Delivery excellence and building capability
- External stakeholder relationships

#### 2.1.1 Economic trends and competition

##### A. Global economic outlook

The economic risks predicted in 2016 foretell that another tough economic year is ahead. Fiscal crises are brewing in key economies, asset bubbles, and structural unemployment and underemployment are among some of the global economic risks the world is facing. Together, these risks could result in another economic slowdown with knock-on effects on employment and, ultimately, social in-stability. Risks emanating from China, in particular, have heightened the probability of another financial crisis where continued credit-based measures are required to address concerns over its slowing economy.

Global economic growth for 2016 and 2017 is expected to be a modest 3.4% and 3.6%, respectively. One interesting development for China is its inclusion by the International Monetary Fund (IMF) of the Chinese Yuan into the basket of currencies making up the Special Drawing Rights (SDR), joining the US dollar, the British Pound Sterling, the Euro and the Japanese Yen, to be effective from 1st October 2016. This will make the Yuan the third most powerful currency in the world. With its status as the world's largest trading nation, China can now protect itself from US policy decisions and spill over effects from Quantitative Easing (QE).

In March 2016, European Central Bank reduced its deposit rate from -0.3% to -0.4%; increased the size of its quantitative easing (QE) payments by €20 billion per month; added investment grade non-bank corporate debt to the QE programme; cut its policy rate to zero; and introduced more measures to encourage banks to extend credit. It forecast inflation of 1.3 per cent in 2017 and 1.6 per cent in 2018.

The USA remains one of the strongest growing economies and this factor is likely to continue pushing the US dollar higher in 2015-16. The US in the first quarter of 2016 recorded a growth rate 0.5%. Growth in 2016 is likely to be soft, with growth expected at around 2%, weighed down by contracting business investment in the energy sector and the strong dollar, which will dampen exports.

In the first 6 months of 2015, world trade took a slump with much reduced volumes of imports and exports in major emerging markets such as China, Brazil and Russia leading to a decrease in the value/ prices of commodities. In 2016, it is anticipated that further contractions will be seen/ realized for world trade with the full recovery of commodity prices (specifically crude oil) only projected over the 2018/19 period.

The outlook for the world economy has deteriorated in recent months. The moderate recovery in advanced economies remains uneven, and developing economies have been experiencing broad downward revisions to growth. Expectations of higher US interest rates and concerns about the resilience of China and other large developing economies have led to greater volatility in global capital flows. Commodity prices remain low. In combination, these conditions are adversely affecting financial markets, reducing risk appetite and tolerance for further build-up of public and corporate debt, particularly in developing countries.

#### *B. Government interventions, regulation and policy development*

Government recognises the need to boost confidence and strengthen investment, including promoting co-investment in capital projects, and improving policy certainty and the ease of doing business. Over the period ahead, government will strengthen its partnerships with the private sector, labour and civil society, to speed up the economic transformation envisioned in the National Development Plan.

Government intends to roll out major partnerships with independent power producers in gas and coal over the next several years, boosting investment and energy supply. The Renewable Energy Independent Power Producer Programme has already begun to diversify South Africa's energy mix. To date, 6 377MW of electricity have been procured through the programme, with 2 045MW connected to the grid.

Government launched Invest SA in 2016 to promote inward investment. It will be complemented by steps to reduce regulatory burdens for local and foreign investors, enhancing South Africa's position as a hub for investment on the continent.

Government is finalising a framework with business and labour, under the auspices of the National Economic Development and Labour Council, to reduce economic disruption caused by large, protracted strikes.

#### *C. Domestic economic outlook*

Despite the recent strengthening of the rand, the road ahead remains laden with risks and uncertainties. Not only are there numerous political risks to contend with, but economic weaknesses abound. Some of these include; A large current account deficit, a deteriorating outlook for domestic investment markets which could see additional capital flight, dwindling domestic growth prospects, pressure on government finances and a looming threat of downgrading South African government debt to junk status. Weakening growth prospects in China together with a continued commodities slump, could harm South Africa's export growth despite the positive impact that a weaker rand may offer.

As stated in the 2016 Budget Review; South Africa remains the largest direct investment destination in Africa, but more can be done to transform current challenges into opportunities. Short-term measures can include encouraging Special Economic Zones to roll out innovative approaches to policy to boost economic activity. Government is placing significant emphasis on Special Economic Zones in attracting investments and RBIDZ has a critical role to play in the attraction of investments to boost the economic growth of South Africa.

### 2.1.2 National economic development priorities

Industrial policy is part of economic policy and cannot be set in isolation. It needs to contribute to, and be synchronised with, government policy.

In response to domestic economic realities and the legacy of the past, the South African government promotes industries and sectors with the highest potential for job creation and economic growth in its key economic policies, namely the New Growth Path (NGP), Industrial Policy Action Plan (IPAP) and National Development Plan (NDP).

#### A. *New Growth Path*

The NGP is South Africa's economic growth framework that seeks to place job creation and small business development at the centre of economic policy, through targeting labour-absorbing sectors. The programme has set a target of five million jobs to be created by 2020. The NGP aims to achieve this through enabling the five identified job drivers, namely infrastructure, development of the main economic sectors, seizing the potential of new economies, investment in social capital and public services and spatial development. An area of specific relevance to the RBIDZ is the defined policy packages which will support the job drivers outlined in the enablement of the country's job strategy.

#### B. *Industrial Policy Action Plan*

The IPAP is informed by the long-term vision of the NDP and is both framed by and constitutes a key pillar of the programmatic perspectives set out in a series of 'drivers' and 'packages' contained in the NGP.

These policy objectives and government priorities impact the work of the RBIDZ to the extent that they inform the economic framework within which the RBIDZ operates. The underlying principle of competition policy in South Africa is the need to balance economic efficiency with socio-economic equity and job creation. In achieving this, the RBIDZ will support the overarching economic development goals outlined in both the NDP and NGP. The IPAP is a mid-term plan aimed at strengthening the country's industrial capacity by identifying key sectors to develop.

#### C. *National Development Plan*

RBIDZ takes into account the strategic economic development priorities set out in the National Development Plan (NDP) with the development of its Strategic Plan 2017-2022 to anticipate growth and job creation issues that may arise. The NDP is a long-term vision and strategic planning document aims to eliminate poverty and reduce inequality by 2030. It was drafted by the National Planning Commission (NPC) and the final NDP was presented to the South African Parliament in August 2012.

Various sections and select chapters are of direct relevance to the work of RBIDZ. These areas are summarised below:

- Diagnostic Report of the NDP
- Economy and development
- Economy infrastructure, and
- Environmental sustainability

The fulfilment of the NDP goals requires a credible and legitimate Richards Bay Industrial Development Zone. The developmental objectives of job creation are best achieved in competitive markets.

### 2.1.3 International competition coordination and practices

Volatility in the global economy and the increased drive for state intervention has been followed by increased coordination by authorities across the world. Globalisation and the escalating trends in cross-border investment demonstrate the need for global partnerships between such authorities. A number of international organisations are assisting with coordination, facilitating partnerships between countries and agencies and sharing information.

These international organisations include:

- The International Competition Network (ICN)
- Organisation for Economic Cooperation and Development (OECD)
- African Competition Forum (ACF)

South Africa's alliances and partnerships for participation in the global economy and international policy development are primarily located within BRICS<sup>1</sup> and the African Union (AU). The RBIDZ needs to build its alliances with the BRICS industrial development agencies and relationships with other African countries to complement the alliances of government. A key future role of the RBIDZ is to share expertise and to assist in the development of positions on job creation and development of Special Economic Zones, especially in light of the increasingly important role emerging and developing economies play in the global economic and political landscape, and to guide new and inexperienced development authorities within Africa.

#### 2.1.4 Delivery excellence and building capability

Over the past few years, the RBIDZ has been characterised by strong movement in delivery on its mandate as well as building the required capacity to drive sustainable growth into the future. This focus on growth has enabled the RBIDZ to build a reputable profile amongst key stakeholders and establish itself as a growing force in Special Economic Zones. Building on this success, the RBIDZ needs to address internal organisation challenges to strengthen a high performance culture and identify opportunities for continuous improvement. In alignment with this focus, several internal areas of continued development have been identified and are outlined in more detail below:

##### *Defining the optimal project delivery structure*

Given the emerging complexities and number of projects handled by the RBIDZ, it has been identified that there is a need for a project delivery structure that enables optimal processes and structures to deliver cases.

##### *Effective internal stakeholder communication structures*

In order for the RBIDZ to effectively deliver on its mandate, there is a need for a strong emphasis on internal communication processes. Effective internal stakeholder communication enables the alignment of staff to strategic priorities, results in an informed organisational culture and fosters collaboration around key topics.

##### *People practices*

The continued attraction of top talent to the RBIDZ, based on the increasing number and complexity of potential investors, has seen growth in the staff complement of the RBIDZ. The further development of skilled staff will not only improve delivery but will also be an investment from the RBIDZ into the people employed.

##### *Knowledge management*

Significant work has been done to implement proper technical infrastructure to enable the Knowledge Management System (KMS) currently in operation at the RBIDZ. Emphasis should now be placed on further developing processes that ensure a culture of knowledge sharing which will help employees deliver on projects more efficiently and effectively.

#### 2.1.5 External stakeholder relationships

Due to the nature of the RBIDZ's mandate, work, and its location within the broader economic landscape of KwaZulu-Natal province and South Africa, and increasing public awareness and interest in investment and jobs; the viewpoints of key external stakeholders need to be considered in the development of the next generation strategic plan of the RBIDZ. These viewpoints and recommendations are centred on five important aspects:

- Independence and uncompromised integrity
- Communication and advocacy
- The broader economic and political context
- Investor related recommendations
- Operational issues faced by the RBIDZ
  - The success of the RBIDZ's focussed approach
  - Adequate resourcing for mandatory and role related objectives
  - Divisional efficiencies and organisational structures

## 2.2 Legislative and Other Mandates

### 2.2.1 Mandate of the Richards Bay Industrial Development Zone

The RBIDZ is a Schedule 3D entity in terms of the PFMA. The IDZ Programme in South Africa was established in terms of a cabinet resolution of September 2002 and was regulated in terms of the Manufacturing Development Act, 1993 (Act No. 187 of 1993) and in particular the specific Regulations made under that Act and contained in Regulation No: R1224 of 1 December 2002 (Government Gazette No: 21803), which was subsequently amended by Government Notice No R1065 of 27 October 2002 (Government Gazette No. 29320).

The RBIDZ was separately established by Government Notice No. 644 of 26 April 2002 (Government Gazette 23369) and its area was then amended by Government Notice No. 1045 of 4 August 2006 (Government Gazette 29094).

On 9 February 2016, the Special Economic Zones Act, 2014 (Act No. 16 of 2014) replaced the Manufacturing Development Act as the statute which regulates Industrial Development Zones. In terms of the transitional provisions to this Act, all Industrial Development Zones created in terms of the Manufacturing Development Act were deemed to be Special Economic Zones. Industrial Development Zones are one of the categories of Special Economic Zones contemplated in the Special Economic Zones Act.

**In terms of the Special Economic Zones Act, the purpose of creating Special Economic Zones, such as the RBIDZ, includes:**

- a) facilitating the creation of an industrial complex, having strategic national economic advantage for targeted investments and industries in the manufacturing sector and tradable services;
- b) developing infrastructure required to support the development of targeted industrial activities;
- c) attracting foreign and domestic direct investment;
- d) providing the location for the establishment of targeted investments;
- e) enabling the beneficiation of mineral and natural resources;
- f) taking advantage of existing industrial and technological capacity, promoting integration with local industry and increasing value-added production;
- g) promoting regional development;
- h) creating decent work and other economic and social benefits in the region in which it is located, including the broadening of economic participation by promoting small, micro and medium enterprises and co-operatives, and promoting skills and technology transfer; and
- i) the generation of new and innovative economic activities.

The Customs Controlled Area within an SEZ is regulated by the Customs Control Act, 2014 (Act No. 21 of 2014). The RBIDZ shall, in conjunction and collaboration with SARS: Customs and Excise Division, be responsible and facilitate compliance by SEZ Enterprises, with all SEZ specific legislation, rules and regulations regarding movement of goods, persons and vehicles into and out of the proclaimed areas, as well as with legislation, guidelines and standards; specifically pertaining to safety, health and environment.

In short therefore, the purpose of the RBIDZ is to develop a Special Economic Zone in order to attract local and foreign investors who will create production capacity to beneficiate South Africa's raw materials prior to export and also to create exportable services and will thereby create employment and improve the skills base. It is thus an integral part of Government's macro-economic policy to develop South Africa's manufacturing sector by encouraging investment in the manufacturing industries, centred on beneficiation of the country's natural resources.

### 3. Purpose, Vision, Mission and Values of the Richards Bay Industrial Development Zone

The company's purpose summarised below, guides the strategic direction of the organisation. The RBIDZ vision is limited to its core mandate and functions, and aligned to the purpose of the organisation.

#### Purpose

The purpose of the RBIDZ is to develop a Special Economic Zone in order to:

- Attract local and foreign investors who will benefit South Africa's raw materials;
- Create production capacity;
- Provide services; and
- Create employment and improve the skills base.

#### Vision

To be the preferred Special Economic Zone for quality investments whilst delivering value to our stakeholders.

#### Mission

We utilize the competitive advantage of the Richards Bay area to attract sustainable investments that stimulate economic growth, job creation, beneficiation of resources, and the empowerment of people.

#### Values

RBIDZ's vision is supported by five core values, which underpin the workings of the company. (ERISSI)

<b>Excellence</b>	We shall conduct our business with our stakeholders and investors, with highest levels of professionalism, competence and responsibility.
<b>Respect</b>	We shall embrace diversity by treating each other with respect, trust and dignity at all times.
<b>Integrity</b>	We shall pursue ethical practices by being open, honest, sincere and consistent in actions and communications.
<b>Sustainability</b>	We shall pursue the development of the RBIDZ to meet the present needs without compromising the ability of future generations to meet their own needs whilst promoting the health and safety culture.
<b>Safety</b>	We shall maintain a safe work environment for our employees, contractors, and investors
<b>Innovation</b>	We shall seek creative and novel solutions to ensure continued improvement and address the needs of RBIDZ and stakeholders.

## 4. Strategic Goals

Informed by the provincial and national development priorities and key strategic considerations that emerged from an assessment of the strategy landscape, six strategic goals were developed. These form the foundation of the Strategic Plan 2017-2022 and it is the framework within which the RBIDZ will fulfil its mandate in the next five years. Each strategic goal has strategic objectives which can be the responsibility of one programme or shared as indicated below;

<b>Strategic Goal 1</b>	<b>To have a fully serviced Special Economic Zone on 3000ha land in line with the 50year Master Plan</b>	<b>Programme</b>
<b>Strategic Objectives</b>	SO 1.1 To develop and maintain engineering infrastructure for all RBIDZ land parcels	Zone Development and Operations
	SO 1.2 To secure purchases or options on land parcels identified for development	Zone Development and Operations
<b>Strategic Goal 2</b>	<b>To attract new sustainable investments for economic empowerment</b>	
<b>Strategic Objectives</b>	SO 2.1 To promote, attract and facilitate appropriate investments	Business Development and Support
	SO 2.2 To contribute to external People Empowerment by packaging skills needs from investors and collaborate with private and public sector to develop SMMEs therefore transferring skills to the local work force	Business Development and Support
<b>Strategic Goal 3</b>	<b>To secure adequate financial resources to ensure the sustainability of the RBIDZ</b>	
<b>Strategic Objectives</b>	SO 3.1 To secure an adequate funding allocation to meet operational and capital requirements	Finance
	SO 3.2 To maintain appropriate financial and supply chain management frameworks	Finance
<b>Strategic Goal 4</b>	<b>To grow the skills base and create employment opportunities</b>	
<b>Strategic Objectives</b>	SO 4.1 To create 5500 construction employment opportunities	Zone Development and Operations
	SO 4.2 To create 1200 construction and permanent employment	Business Development and Support
<b>Strategic Goal 5</b>	<b>To build a high performing and visible organisation on a strong foundation of good governance</b>	
<b>Strategic Objectives</b>	SO 5.1 To create a high performance organisation that is solutions driven	Corporate Services
	SO 5.2 To promote <b>strategic</b> stakeholder engagement	Office of the CEO
	SO 5.3 To improve RBIDZ brand image <b>through dynamic, outcomes driven marketing</b>	Office of the CEO
	SO 5.4 To ensure adherence to legislation, ethical standards, best practices and internal policies	Office of the CEO and Corporate Services
	SO 5.5 To provide and maintain world-class ICT infrastructure and services	Corporate Services
	SO 5.6 To maintain a safe work environment for our employees, contractors, and investors	Corporate Services

## 5. Strategic Risks

Risk number	Goal	Risk name	Root causes	Impact	Likelihood	Inherent risk exposure	Key current risk mitigation activities	Perceived Control Effectiveness	Residual risk exposure	Planned actions to further mitigate risk	Action owner	Due date
1	Attract new sustainable investments	Failure to attract Investors	<ol style="list-style-type: none"> <li>1) Security of tenure (lease vs ownership by investors)</li> <li>2) Labour instability</li> <li>3) Delays on environmental approvals</li> <li>4) Macro-economic climate/ environment</li> <li>5) Tax legislation (higher income tax)</li> <li>6) Potential downgrade</li> <li>7) Water shortages</li> </ol>	Critical	Likely	High	<ol style="list-style-type: none"> <li>1) Marketing strategy (15% potential disposal of land)</li> <li>2) Nedlac interventions</li> <li>3) Environmental review committee</li> <li>4) DTI incentives scheme</li> <li>5) CCAE incentives</li> <li>6) Policy advocacy document process</li> <li>7) RBIDZ represented on bulk water users group looking at solutions to water scarcity in Richards Bay</li> </ol>	Satisfactory	Priority 1	<ol style="list-style-type: none"> <li>1) Establish a one stop shop (centralised place to assist investors)</li> <li>2) Ongoing research of macro-environment and analysis of impact on strategy of RBIDZ</li> <li>3) Harmonisation of DTI incentives and SARS for effective implementation</li> <li>4) Work with the City, Departments of Energy, Water and Sanitation, Cogta, locators and existing corporates to evaluate desalination and water recovery systems</li> </ol>	<ol style="list-style-type: none"> <li>1-3) EM BDS</li> <li>4) EM: Corporate Services</li> </ol>	<ol style="list-style-type: none"> <li>1) Outstanding</li> <li>2) Ongoing</li> <li>3) Outstanding</li> <li>4) On-going</li> </ol>
3	Ensure best practice and good governance	Non-compliance with legislation and prescripts and contractual obligations	<ol style="list-style-type: none"> <li>1) Lack of awareness of legislations</li> <li>2) Conflicting/ impractical pieces of legislation</li> <li>3) Lack of enforcement</li> <li>4) Non-compliance by investors with legislations</li> <li>5) Disregard of legislation</li> </ol>	Critical	Likely	High	<ol style="list-style-type: none"> <li>1) Specialist is employed in relations to key legislation</li> <li>2) Quarterly updates on all pieces of legislation</li> <li>3) Induction, training awareness and communication is provided to staff and contractors on relevant legislation</li> <li>4) Lease agreements contain compliance clauses</li> <li>5) Compliance checklist is performed regularly</li> <li>6) Internal Audits</li> <li>7) Consequence management for non-compliance with legislation</li> </ol>	Very Good	Priority 2	<ol style="list-style-type: none"> <li>1) Implementation of the zone rules</li> <li>2) Implementation of CCA guidelines</li> </ol>	(1-2) EM ZDO	<ol style="list-style-type: none"> <li>1) 31 March 2018</li> <li>2) 31 March 2018</li> </ol>
4	Contribute towards job creation and empowerment	Inability to attract, develop and retain the talent required to achieve our strategic goals	<ol style="list-style-type: none"> <li>1) Geographical location of RBIDZ</li> <li>2) Lack of market related salaries</li> <li>3) Lack of succession planning</li> </ol>	Major	Common	High	<ol style="list-style-type: none"> <li>1) Human resource policies and procedures in place. (bursary, remuneration, retention etc.)</li> <li>2) Salary benchmarking</li> <li>3) Individual development plans created and integrated training plan developed</li> <li>4) Exit interviews</li> </ol>	Weak	Priority 1	<ol style="list-style-type: none"> <li>1) Develop a HR strategy and plan to implement HR policies</li> <li>2) Develop a succession plan</li> <li>3) Continue with salary benchmarking</li> <li>4) Establish an engagement platform between HR and employees</li> <li>5) HR to focus on training and development</li> <li>6)</li> </ol>	(1-5) EM CS	<ol style="list-style-type: none"> <li>1) 30 June 2017</li> <li>2) 30 June 2017</li> <li>3) 30 Sept 2017</li> <li>4) Ongoing</li> <li>5) 30 June 2017</li> <li>6)</li> </ol>
5	Ensure best practice and good governance	Uncertainty around the impact of the implementation of the SEZ Act on the existence of RBIDZ.	Policy of the dti (separation of the owner and operator)	Major	Common	High	Engagement with the DTI, SEZs and other Provinces on the provisions of the SEZ Act and the concerns around the impact and practical considerations on the implementation of certain provisions.	Weak	Priority 1	<ol style="list-style-type: none"> <li>1) Continue engagement with the DTI, in collaboration with other IDZ's</li> <li>2) Issue the tender with a condition to take over the employees of RBIDZ</li> <li>3)</li> </ol>	1 - 2) Legal	<ol style="list-style-type: none"> <li>1) Ongoing</li> <li>2) 30 September 2018</li> </ol>



Risk number	Goal	Risk name	Root causes	Impact	Likelihood	Inherent risk exposure	Key current risk mitigation activities	Perceived Control Effectiveness	Residual risk exposure	Planned actions to further mitigate risk	Action owner	Due date
6	Develop a fully serviced compliant industrial estate	Inability to secure suitable land to meet the needs of our potential investors.	1) Financial constraints 2) Targeted land not available for sale 3) Subdivision of Agricultural Land Act 70 of 1970	Major	Common	High	1) Option for purchase of phase 2A has been approved by Provincial Treasury 2) Negotiations in place between RBIDZ and landowners 3) Offer submitted to the city for Phase 1D 4) Feasibility studies completed for prospective land for incorporation into the zone 5) An environmental review committee is in place to assist in assessing the suitability land 6) Approved 50 year master plan in place 7) Task team in process of being established for EDTEA and treasury	Satisfactory	Priority 1	1) Obtain approval from the Minister of Agriculture to enter into option agreement (Phase 2) 2) Engage in negotiations for land acquisition	(1-2) CEO	1) 31 March 2017 2) Ongoing
7	Ensure best practice and good governance	Inability to achieve performance objectives	1) Setting of unattainable goals 2) Non SMART goals	Major	Likely	High	1) EXCO reviews APP prior to submission for approval	Good	Priority 1	1) Implementation of organisation structure subject to Premier approval 2) Introduce performance management programme for non-performing individuals	1- 2) EM OCEO	1) Ongoing 2) 1 April 2017
8	Ensure best practice and good governance	Misappropriation of entity's resources	1) Theft 2) Weak internal controls 3) Unethical behaviour 4) Collusion	Major	Likely	High	1) Policy and procedures (fraud prevention, SCM) 2) Fraud prevention policy and plan in place and awareness training performed 3) Internal audit function in place 4) Fraud hotline in place 5) Code of conduct policy 6) Annual assessments on staff linkages to suppliers 7) Annual declaration of interest by staff	Good	Priority 1	1) Active and continuous review of policies, procedures and controls 2) Implementation of Security vetting	1- 2) Legal	1) Ongoing 2) 30September 2017
9	Securing adequate resources to ensure the sustainability of the RBIDZ	Funding/Financial viability	1) Inability to secure the level of funding required to execute the strategic goals 2) Inadequate funds to acquire land 3) Additional SEZ's established will require funding from the same source as RBIDZ	Critical	Moderate	High	1) Funding agreements for OPEX have been signed and MTEF allocations confirmed 2) Submission of SEZ funding applications 3) Lobbying and relationships developed with development funding institutions and key stakeholders (DBSA, IDC, Land bank, KZN growth fund, NEF etc.)	Satisfactory	Priority 1	1) Develop borrowing strategy and limits, and obtain approval from the relevant authority 2) Develop alternative funding and revenue models 3) Formalise collaboration agreements with development funding institutions through memorandums of understanding.	(1-3) CFO	1) 31 March 2018 2) 31 March 2018 3) Ongoing
10	Ensure best practice and good governance	Lack of board continuity	Non timeous appointment of board members	Catastrophic	Moderate	High	Awareness to the stakeholder for the needs to appoint board members	Weak	Priority 1	1) The shareholder to consider a Board succession plan 2) Address the matter with the shareholder	1-2) Legal	30 June 2017

Risk number	Goal	Risk name	Root causes	Impact	Likelihood	Inherent risk exposure	Key current risk mitigation activities	Perceived Control Effectiveness	Residual risk exposure	Planned actions to further mitigate risk	Action owner	Due date
11	Ensure best practice and good governance	The risk of an event that will impact the continuity of operations of the IDZ and the industries situated in the zone	<ol style="list-style-type: none"> <li>1) Natural disasters</li> <li>2) Damage of critical infrastructure</li> <li>3) Riots</li> <li>4) Theft of critical infrastructure and information</li> <li>5) Community unrest</li> </ol>	Critical	Moderate	High	<ol style="list-style-type: none"> <li>1) DRP and BCP policy and procedure developed</li> <li>2) Offsite storage of physical records and data</li> <li>3) Emergency procurement</li> <li>4) Maintenance contracts in place</li> <li>5) Insurance</li> <li>6) CCTV monitoring</li> </ol>	Good	Priority 1	<ol style="list-style-type: none"> <li>1) Implementation of DRP and BCP policy</li> <li>2) Ongoing review of existing policies</li> </ol>	<ol style="list-style-type: none"> <li>1) EM CS</li> <li>2) Legal</li> </ol>	<ol style="list-style-type: none"> <li>1) 30 June 2017</li> <li>2) Ongoing</li> </ol>
12	Contribute towards job creation and empowerment	Inability to facilitate job creation	<ol style="list-style-type: none"> <li>1) Turnaround time to approve investors to start construction</li> <li>2) Lack of funding</li> <li>3) Availability of land</li> </ol>	Major	Moderate	Medium	<ol style="list-style-type: none"> <li>1) Investor recruit policy - screening of potential investors with regard to job creation</li> <li>2) Monitor commitment of investors with respect to labour on a monthly basis</li> <li>3) Minimum local labour requirements in terms of tender process (internal purposes)</li> </ol>	Satisfactory	Priority 1	<ol style="list-style-type: none"> <li>1) Attract more sustainable (labour intensive) investments</li> <li>2) Facilitate the relationship between the investor and local stakeholders</li> <li>3) To develop Land acquisition strategy</li> <li>4) Leveraging on funding and incentives programmes for empowerment</li> <li>5) Lobbying for fast tracking of local approvals of building plans</li> </ol>	<ol style="list-style-type: none"> <li>1) EM BDS</li> <li>2) EM BDS</li> <li>3) EM CEO</li> <li>4) EM</li> <li>5) BDS/ZDO /CEO</li> </ol>	<ol style="list-style-type: none"> <li>1) Ongoing</li> <li>2) Ongoing</li> <li>3) 31/3/17</li> <li>4) Ongoing</li> <li>5) 31/3/17</li> </ol>

## 6. Overview of 2018 budget and MTEF estimates

### 6.1 Expenditure estimates

	<b>Medium Term Expenditure Estimates</b>		
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Expenditure estimates</b>	<b>331 935 133</b>	<b>255 512 415</b>	<b>137 529 990</b>
<b>Economic classification</b>			
Compensation to employees	39 280 408	52 970 560	60 309 482
Goods and services	61 954 628	71 843 993	76 450 508
Assets	230 700 097	130 697 862	770 000
<b>Total</b>	<b>331 935 133</b>	<b>255 512 415</b>	<b>137 529 990</b>

## **PART B: PROGRAMMES & SUB-PROGRAMMES PLANS**

## 7. Strategic Objectives, Annual and Quarterly Targets for 2017/18 - 2019/20

### 7.1 PROGRAMME 1: ADMINISTRATION

The administration programme of the RBIDZ primarily provides strategic support to the company and maintains good corporate governance systems that guide the implementation of organisational strategy in line with mission espoused in this plan. Administration is made up of the following sub-programmes: Office of the CEO (Strategy, Monitoring & Evaluation), Finance & Supply Chain Management and Corporate Services.

#### 7.1.1 Sub-Programme: Office of the CEO

The purpose of the sub-programme is to establish corporate governance systems and to monitor the implementation of organisational strategy in line with the overall strategic goal of ensuring best practice and good governance. It acts as a link between management external stakeholders and is the overall guardian of the brand.

The principal function of this sub-program is:

- To spear-head the development and implementation of the organisational strategy.
- To monitor performance progress through standardised reporting structures on a monthly and quarterly basis.
- To produce progress reports for the Board, Shareholder and key Stakeholders as well as formulating communication and stakeholder engagement strategies.
- To identify emerging opportunities that are in line with the organisational mandate and to standardize project management practices within the organisation.

The sub-programme is also a custodian for Corporate Social Investment (CSI) which places emphasis on initiatives that promote the empowerment of youth and women.

Strategic objectives for the next year:

SO 5.2 To promote strategic stakeholder engagement

SO 5.3 To improve RBIDZ brand image through dynamic, outcomes driven marketing

SO 5.4 To ensure adherence to legislation, ethical standards, best practices and internal policies

Strategic Objective 5.2								
To promote strategic Stakeholder Engagement								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Employee Survey and external stakeholder survey conducted.	n/a	1 stakeholder mapping exercise conducted and matrix developed. Quarterly action plans produced and quarterly reports compiled	A stakeholder engagement assessment tool developed and implemented	Stakeholder engagement policy approved by the Board  1 Stakeholder Engagement Survey  1 Employee Survey	1 Employee Survey  1 External stakeholder survey	10% improvement from the 2017/18 baseline	20% improvement from the 2017/18 baseline	Healthy relations with key stakeholders fully established by 2022
CSI strategy developed and initiatives implemented	n/a	n/a	n/a	n/a	Board approved CSI strategy.  Identify and invest in 1 key sustainable flagship CSI programme	Source at least 1 external funding partners  Identify and invest in 1 key sustainable flagship CSI programme	Identify and invest in 1 key sustainable flagship CSI programme	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Employee Survey and external stakeholder survey conducted.	Q2 and Q3	1 Employee Survey completed 1 External	0	1 Employee Survey completed	1 External stakeholder survey	0	Conduct stakeholder perception and employee survey. Monitor the performance

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
		stakeholder surveys					
CSI strategy developed and initiatives implemented	Q1 and Q4	Board approved CSI strategy.  Identify and invest in 1 key sustainable flagship CSI programme	0	0	0	Identify and invest in 1 key sustainable flagship CSI programme	CSI strategy developed On-going M&E Mobilisation of local and provincial corporates. Align CSI programme to BBBEE requirements

### Strategic Objective 5.3

#### To improve RBIDZ brand image through dynamic, outcomes driven marketing

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Percentage improvement on brand visibility	n/a	n/a	1 benchmark brand index survey conducted (media)	1 Baseline survey: % Awareness of the RBIDZ offerings and services by the targeted audience	10% improvement from the 2016-17 baseline	20% improvement in brand awareness		Improve RBIDZ brand visibility Nationally and Internationally by 50% targeting countries identified by the Investment Attraction Strategy

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Percentage improvement on brand visibility	Annual	1 Baseline survey: % Awareness of the RBIDZ offerings and services by the targeted audience	0	0	0	1 Baseline survey: % Awareness of the RBIDZ offerings and services by the targeted audience	Assess brand visibility post the implementation of an improvement strategy Develop and circulate structured questionnaires on brand awareness.

### Strategic Objective 5.4

#### To ensure adherence to legislation, ethical standards, best practices and internal policies

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
90% achievement of APP targets	n/a	n/a	61%	70%	90%	90%	90%	To have a fully compliant RBIDZ to all applicable statutory laws
Clean audit outcome (Performance information)	Clean audit outcome achieved	Clean audit outcome achieved	Clean audit outcome achieved	Clean audit outcome achieved	Clean audit outcome achieved	Clean audit outcome achieved	Clean audit outcome achieved	
100% of significant internal and external audit findings for the organisation addressed within appropriate timeframes	n/a	n/a	100%	100%	100%	100%	100%	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/projects
90% achievement of APP targets	Annual	90%	n/a	50%	70%	90%	Organise monthly dashboard meetings. Check early warning signs when targets are behind and source interventions where applicable.
Clean audit outcome (performance information)	Annual	1	n/a	1	n/a	n/a	Compile quarterly reports Ensure internal and external audits reviews are conducted. Hold Audit committee oversight meetings. Enforce compliance with the relevant laws and regulations
100% of significant internal and external audit findings for the organisation addressed in appropriate timeframe <sup>A</sup>	Annual	100%	n/a	n/a	70%	100%	Action audit findings Follow up on required audit actions

## 7.1.2 Sub-Programme: Corporate Services

Corporate services ensures that the RBIDZ operates responsibly and commits to long-term sustainability through implementation of international best practices with regard to quality management, health and safety, environmental management and Customs Control Area management. Its other role is to ensure that the RBIDZ contractors, investors and stakeholders uphold environmental, health and safety best practices.

Other key deliverables include:

- Provision and management of human; capital and related corporate matters;
- Human Resource Development and Retention;
- Provision and maintenance of integrated ICT systems; and
- Ensuring 100% governance and legislative compliance.

Strategic objectives for the next year:

SO 5.1 To create a high performance organisation that is solutions driven

SO 5.4 To ensure adherence to legislation, ethical standards, best practices and internal policies

SO 5.5 To provide and maintain world-class ICT infrastructure and services

SO 5.6 To maintain a safe work environment for our employees, contractors, and investors

<b>Strategic Objective 2.2</b>								
<b>To contribute to external People Empowerment by packaging skills needs from investors, collaborate with private and public sector to develop SMMEs therefore transferring skills to the local work force and creating decent jobs</b>								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Maintain database of recently qualified students for use by locators.	n/a	n/a	n/a	n/a	1	1	1	To be able to meet the skills requirements of all RBIDZ locators by 50%
Number of local skills audit conducted (within uThungulu district)	n/a	n/a	Skills audit not done moved to 2016/17	1 skills audit completed	Project completed			
Number of people enrolled for training (tradesman)	n/a	8	Not achieved. No operational locators within the RBIDZ	n/a	Removed as a measure until there are locators within the RBIDZ estate that requires tradesmen.			

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Maintain database of recently qualified students for use by locators.	Annual	1	n/a	n/a	n/a	1	MoU with Umfolozi TVET Regular meetings to update database

<b>Strategic Objective 5.1</b>								
<b>To create a high performing organisation that is solutions driven</b>								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Develop an integrated Human Resources strategy	n/a	n/a	n/a	n/a	Board approved HR Strategy	Implement Y1 and Y2 actions from HR Strategy	Implement Y3 actions from HR Strategy	100% implementation of 5year HR strategy
Cumulative number of interns employed for the financial year by RBIDZ, locators and contractors	3	3	April – Dec (4) Jan-Mar (3)	10	15	20	25	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Develop an integrated Human Resources strategy	Half yearly	Board approved HR Strategy	0	Board approved HR Strategy	Implementation	Implementation	Utilise online recruitment tool for managing applications.

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Cumulative number of interns employed for the financial year by RBIDZ, locators and contractors	Quarterly	15	10	12	14	15	Utilise online recruitment tool for managing applications. Include "intern requirement" in investor and contractors contracts

#### Strategic Objective 5.4

##### To ensure adherence to legislation, ethical standards, best practices and internal policies

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Percentage Recognition Agreements finalised with prospective investors as a % of requests from BDS	n/a	n/a	5	5	100%*	100%	100%	100% of all investor agreements finalised
Percentage Lease Agreements finalised with prospective investors as a % of requests from BDS	n/a	n/a	0	1	100%*	100%	100%	

\*target changed to measure percentage (%)

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/projects
Cumulative number of Recognition Agreements finalised with prospective investors as a % of requests from BDS	Quarterly	100%	100%	100%	100%	100%	Prepare recognition agreements
Cumulative number of Lease Agreements finalised with prospective investors as a % of requests from BDS	Q1 and Q3	100%	100%	100%	100%	100%	Prepare lease agreements

#### Strategic Objective 5.5

##### To provide and maintain world class ICT infrastructure and services

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Develop ICT Framework for the RBIDZ & investors	n/a	n/a	ICT governance strategy and framework developed but not approved by 31 March	Develop strategy on ICT services to be offered to locators	Implement strategy on ICT services to be offered to locators	Maintain ICT services offered to locators	Maintain ICT services offered to locators	Position RBIDZ as an ICT investment destination of choice
					Develop strategy for ICT hub	Implement ICT hub strategy	n/a	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Develop ICT Framework for the RBIDZ & investors	Annual	Implement strategy on ICT services to be offered to locators	Develop implementation plan for Q2-4	Rollout initiatives Q2 actions	Rollout initiatives Q3 actions	Rollout initiatives Q4 actions	Benchmark other IDZs Understand investor requirements to incorporate into service offering

#### Strategic Objective 5.6

##### To maintain a safe work environment for our employees, contractors and investors

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
RBIDZ internal safety performance (number of lost time incidents)	n/a	n/a	n/a	0	0	0	0	To be a fully accredited entity on all applicable ISO certification by 2022



**Strategic Objective 5.6**

**To maintain a safe work environment for our employees, contractors and investors**

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Productivity time lost as a result of unsafe working practices by contractor	n/a	n/a	n/a	n/a	2	1	0	Zero safety and environmental incidents on all RBIDZ sites.
Environmental sustainability initiatives	n/a	n/a	n/a	n/a	Implement 1 environmental initiative	Implement 2 initiatives	Implement 3 initiatives	
RBIDZ reportable environmental incidents	n/a	n/a	n/a	n/a	0	0	0	
OHSAS 18001 and ISO 14001 obtained	Pre-Audit report received in February 2014 – ISO 9001	Certification audit conducted by SABS and a clearance of findings letter was received in March 2015 ISO 9001:2000	OHSAS 18001 accreditation not obtained	ISO 14001 and OHSAS 18001 accredited	OHSAS 18001, ISO 14001 and 9001 systems maintenance	Maintain accreditation	Maintain accreditation	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
RBIDZ internal safety performance (number of lost time incidents)	Annual	0	0	0	0	0	Implement safety awareness program for staff
Productivity time lost as a result of unsafe working practices by contractor	Annual	2	0	0	1	2	Conduct construction audits
Environmental sustainability initiatives	Annual	Develop action plan for Environmental Sustainability initiatives	Initiatives identified	Develop action plan	Rollout initiatives for Q3	Rollout initiatives for Q4	Office paper recycling Waste management for locators
RBIDZ reportable environmental incidents	Quarterly	0	0	0	0	0	Conduct Environmental audits on sites
OHSAS 18001 and ISO 14001 obtained	Annual	OHSAS 18001, ISO 14001 and 9001 systems maintenance	n/a	n/a	n/a	OHSAS 18001, ISO 14001 and 9001 systems maintenance obtained	Internal QMS awareness campaigns

### 7.1.3 Sub-Programme: Finance

To establish and maintain appropriate financial and supply chain management systems and policies, ensuring compliance to applicable legislation, guidelines and reporting dates. The unit is tasked to manage the financial resources of the Company efficiently, effectively and economically.

#### Strategic objectives for the next year:

SO 3.1 To secure an adequate funding allocation to meet operational and capital requirements

SO 3.2 To maintain appropriate financial and supply chain management frameworks

Strategic Objective 3.1								
To secure an adequate funding allocation to meet operational and capital requirements								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Amount of funding secured for Operations and Capital Projects.	3*	2*	R367 million	R 115 million	R 635 million	R 865 million	R 778 million	Secure R4.2 billion for infrastructure development, additional land and operations by 2022

\*Previously measured as number of funding sources vs value

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Amount of funding secured for Operations and Capital Projects.	Quarterly cumulative	R 635 million	R120 million	R280 million	R560 million	R635 million	Prepare budget submissions, lobbying with funding agencies, submission of fund applications to SEZ Fund.

Strategic Objective 3.2								
To maintain appropriate Financial Management and Supply Chain Management frameworks								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Maintained unqualified audit opinion	An unqualified audit was achieved	1 unqualified audit	Clean audit outcome	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit outcome	Maintain a clean audit outcome through to 2022
Collection of income due (excluding interest income)	n/a	n/a	R3 647 million	R 4.058 million	100% *	100%	100%	
% of procurement spend on Suppliers with a B-BBEE rating as a percentage of total measured procurement spend	n/a	n/a	72%	B-BBEE 70%	B-BBEE 80%	B-BBEE 80%	B-BBEE 80%	
Procurement spend on marginalised group	% of Black Owned Enterprises	n/a	n/a	65%	BOE 30%	BOE 35%	BOE 45%	
	% of Black Women Owned Business Enterprises	n/a	n/a	45%	BWO 10%	BWO 12%	BWO 18%	
	% of Black Youth Enterprises	n/a	n/a	7.2%	BYO 7%	BYO 10%	BYO 15%	

\*target changed to measure percentage (%)

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Maintained unqualified audit opinion	Q2	Unqualified audit opinion	n/a	Unqualified audit opinion	n/a	n/a	Compile monthly management reports Compile quarterly reports Pay invoices within 30 days Conduct internal and external audits and reviewed Update fixed assets register Perform Inventory Management
Collection of income due (excluding interest income)	Annual	100%	n/a	n/a	n/a	100%	Collect income excluding interest
% of procurement spend on Suppliers with a B-BBEE rating as a percentage of total measured procurement spend	Quarterly	B-BBEE 80%	80% of the spend for the quarter	80% of the spend for the quarter	80% of the spend for the quarter	80% of the spend for the quarter	Consolidate and monitor demand management, Maintain an up to date supplier database, Verify the B-BBEE Status of Service Providers Apply Preferential Procurement, Set and implement contract participation goals on capital projects.
Procurement spend on marginalised group	% of Black Owned Enterprises	Quarterly	B-BBEE 45%	35% of the spend for the quarter	35% of the spend for the quarter	35% of the spend for the quarter	35% of the spend for the quarter
	% of Black Women Owned Business Enterprises	Quarterly	BWO 18%	12% of the spend for the quarter	12% of the spend for the quarter	12% of the spend for the quarter	12% of the spend for the quarter
	% of Black Youth Enterprises	Quarterly	BYO 15%	10% of the spend for the quarter	10% of the spend for the quarter	10% of the spend for the quarter	10% of the spend for the quarter

#### 7.1.4 Administration Budget

Programme: Administration	Medium Term Expenditure Estimates		
	2017/18	2018/19	2019/20
<b>Expenditure estimates</b>			
<b>Sub-programme</b>			
Office of the CEO	107 870 000	121 445 921	38 644 267
Corporate Services	30 053 694	34 561 762	37 607 048
Finance and Supply Chain Management	21 709 342	29 374 456	32 234 248
<b>Total</b>	<b>159 633 036</b>	<b>185 382 139</b>	<b>108 485 563</b>
<b>Economic classification</b>			
Compensation of employees	28 491 408	36 987 988	42 155 600
Goods and services	52 641 628	61 719 693	65 559 962
Assets	78 500 000	86 674 457	770 000
<b>Total</b>	<b>159 633 036</b>	<b>185 382 139</b>	<b>108 485 563</b>

## 7.2 PROGRAMME 2: ZONE DEVELOPMENT AND OPERATIONS

The purpose of the programme is:

- To develop and maintain world class infrastructure for the RBIDZ land portfolio through an integrated planning, design and management process.
- Ensure that the RBIDZ operates responsibly through the implementation of the Customs and Excise Act in designated Customs Control Areas.
- Implement integrated security management.

### Strategic objectives for the next year:

SO 1.1 To develop and maintain engineering infrastructure for all RBIDZ land parcels

SO 1.2 To secure purchases or options on land parcels identified for development

SO 4.1 To create 5500 construction employment opportunities

Scope	Unit Functions
<b>Planning and Development Approvals</b>	Obtaining planning and design approvals for the development of RBIDZ identified land
<b>Infrastructure Implementation</b>	Provision of engineering infrastructure on RBIDZ land
<b>Maintenance of RBIDZ infrastructure</b>	Implementation of maintenance programmes for all RBIDZ installed infrastructure
<b>Managing the RBIDZ Property Portfolio</b>	Managing the zone operations for each Phase of the RBIDZ, address tenant requirements, managing lease agreements with tenants, manage asset inventory data base, and manage the contracts in place for Technical, Non-Technical and Support Services.
<b>Security Management</b>	Security management Compliance with applicable Acts and Regulations
<b>Customs Control Area Operations</b>	Implement processes towards establishment of the CCA Compliance with applicable Acts and Regulations

### Strategic Objective 1.1

#### To develop and maintain engineering infrastructure for all RBIDZ land parcels

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Phase 1F internal engineering infrastructure implemented within approved budget	n/a	n/a	Phase 1F internal engineering infrastructure not implemented as EIA not obtained	10% of the internal engineering infrastructure completed	Complete 50% of the internal engineering infrastructure.	Completion of Phase 1F internal engineering infrastructure.	n/a	To continuously manage the RBIDZ estate operations and property portfolio

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiative/Projects
Phase 1F internal engineering infrastructure implemented within approved budget	Annual	Complete 50% of the internal engineering infrastructure.	n/a	n/a	n/a	50% of the Phase 1F internal engineering infrastructure completed	Appoint Service Providers Manage Service Providers Prepare engineering designs Submit engineering designs to authorities for approval.

### Strategic Objective 1.2 Secure purchase or options on land parcels identified for development

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Secure option or purchase agreement for acquisition of additional land.	n/a	A service level agreement has been signed with Umhlathuze Municipality for 121ha (phase 1F)	No option to purchase acquired on any hectares	Option to acquire Phase 2A will not be finalised.	100 ha	100 ha	500 ha	Acquire and develop the first 250 ha fully serviced industrial land by 2022

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/projects
Secure option or purchase agreement for acquisition of additional land.	Annual	100 ha	n/a	n/a	n/a	100 ha	Phase 1D Alton Central

### Strategic Objective 4.1

#### To create 5500 construction employment opportunities

Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16*		2017/18	2018/19	2019/20	
Number of people newly employed and retained for construction jobs by the RBIDZ	1 364	1 791	1 166	800	900	1000	1100	To create 5500 construction jobs by 2022

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Cumulative number of people newly employed and retained for construction jobs by the RBIDZ	Quarterly cumulative	900	225	450	675	900	Appoint and manage service providers to undertake installation of engineering services Monitor labour targets as per contract conditions.

### 7.2.1 Zone Development and Operations Budget

Reconciling Performance Targets with Budget and MTEF			
Programme: Zone Development	Medium Term Expenditure Estimates		
	2017/18	2018/19	2019/20
<b>Expenditure estimates</b>	<b>162 980 097</b>	<b>58 280 783</b>	<b>15 835 773</b>
<b>Economic classification</b>			
Compensation to employees	5 112 000	8 060 078	9 143 652
Goods and services	5 668 000	6 197 300	6 692 121
Assets	152 200 097	44 023 405	-
<b>Total</b>	<b>162 980 097</b>	<b>58 280 783</b>	<b>15 835 773</b>

### 7.3 PROGRAMME 3: BUSINESS DEVELOPMENT AND SUPPORT

The purpose of the programme is to formulate strategies and measures aimed at attracting fixed investment for the production of exports and import substitutes into the Zone. The principal intention of the Programme is to assist the RBIDZ fulfil its mandate of attracting meaningful investment that creates jobs and enhance productive capacity.

#### Strategic objectives for the next year

SO 2.1 To promote, attract and facilitate appropriate investments

SO 2.2 To contribute to external People Empowerment by packaging skills needs from investors and collaborate with private and public sector to develop SMMEs therefore transferring skills to the local work force

SO 4.2 To create 1200 construction and permanent employment

Scope	Unit Functions
<b>Investment Promotions</b>	Investment targeting and priority sector promotion Generate enquiries, leads and convert them to investments Collaboration and information sharing with relevant stakeholders Facilitate new investment through value added One stop shop services
<b>Research &amp; Market Intelligence</b>	Intelligence gathering, prioritized sector investigation, incentive packaging, and project opportunities packaging.
<b>Investor Support and Enterprise Development</b>	One stop shop services, export promotion support, investor aftercare, develop investor value chain, SMME development, Investor retention and expansion

Strategic Objective 2.1 To promote, attract and facilitate appropriate investments								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Number of recognition agreements signed with investors.	n/a	4	5	5	7	9	11	Secure 12 operational investors with a minimum value of R8 billion by 2022.
Value of investments signed with RBIDZ	R4.56 billion	R15million	R2.7 billion	R2 billion	R1 billion	R1.2 billion	R1.4 billion	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Number of recognition agreements signed with investors.	Quarterly	7	0	0	0	7	Market the RBIDZ services, Target, promote and facilitate investment, facilitate access to incentives, regulatory approval, and access to funding. Fast-track the approval process for investors through our partnerships with Government and the municipality.
Value of investments signed with RBIDZ	Quarterly	R1 billion	0	0	0	R1 billion	Market the RBIDZ services, Target, promote and facilitate investment, Facilitate access to incentives, regulatory approval, and access to funding. Fast-track the approval process for investors through our partnerships with Government and the municipality.

Strategic Objective 4.2 To create 1200 construction and permanent employment by investors								
Performance indicator	Audited actual performance			Estimated performance 2016/17	Medium term targets			5 Year strategic plan target
	2013/14	2014/15	2015/16*		2017/18	2018/19	2019/20	
Number of jobs created by Investors (construction)	n/a	27	269	300 (both construction and permanent)	250	300	350	To create 1200 construction and permanent employment by investors by 2022
Number of jobs created by Investors (permanent)	n/a	n/a	8		50	100	150	

Performance Indicator	Reporting period	Annual target 2017/18	Q1	Q2	Q3	Q4	Initiatives/Projects
Cumulative number of jobs created by Investors (construction)*	Quarterly cumulative	250	50	100	150	250	Monitor construction jobs created by investors. Create jobs by successfully targeting, promoting, and facilitating investments.
Cumulative number of jobs created by Investors (permanent)*	Quarterly cumulative	50	10	20	35	50	Monitor operational jobs created by investors. Create jobs by successfully targeting, promoting, and facilitating investments.

### 7.3.1 Business Development and Support Budget

<b>Reconciling Performance Targets with Budget and MTEF</b>			
<b>Programme: Business Development and Marketing</b>	<b>Medium Term Expenditure Estimates</b>		
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Expenditure estimates</b>	<b>9 322 000</b>	<b>11 849 494</b>	<b>13 208 654</b>
<b>Economic classification</b>			
Compensation to employees	5 677 000	7 922 494	9 010 229
Goods and services	3 645 000	3 927 000	4 198 425
Assets	-	-	-
<b>Total</b>	<b>9 322 000</b>	<b>11 849 494</b>	<b>13 208 654</b>

## **PART C: LINKS TO OTHER PLANS**



## 8. Links to long-term infrastructure and other capital plans

The following table outlines other infrastructure projects or programmes that are considered beneficial to the organisation and its mandate but are not projects or programmes owned by RBIDZ.

No	Project/ Programme Name	Agency	Project description/ type of structure	Outputs	Estimated project cost	Project Duration	
						Start	Finish
1	Swaziland cross border rail link upgrade	Transnet Freight Rail	Rail link upgrades to Richards Bay	Additional general-freight capacity of 15-million tons to	R17 billion	2016	2023
2	Richards Bay Dry Dock	Transnet	Ship repair facility	Ship repair facility for Richards Bay	R 4 billion	2019	2024
3	Bulk water supply upgrade from Tugela river to Lake Phobane	Department of Water Affairs	Potable bulk water supply upgrades for the uMhlathuze	Bulk water supply upgrade.	R 500 million	2016	2017
4	N2 Upgrade from Mtunzini to John Ross, Richards	SANRAL	N2 Road upgrade	Additional road capacity to Richards	R1,2 billion	2016	2019
5	N2 Upgrade from John Ross to Mtubatuba	SANRAL	N2 Road upgrade	Additional road capacity to Richards Bay and proposed Phase 2 of RBIDZ	Project in design stage.	Project in design stage. Dates subject to funding availability	Project in design stage. Dates subject to funding availability
6	N2 Corridor Development Plan	KZN COGTA	Development Plan	Coordinated development plan and			2016
7	King Chetswayo Spatial Development Framework	King Chetswayo District Municipality	Spatial Development Framework	Providing Framework for coordinated		2015	2016
8	uMfolozi Local Municipality Spatial Development	uMfolozi Local Municipality	Spatial Development Framework	Providing Framework for coordinated		2015	2016
9	uMhlathuze Local Municipality Spatial Development Framework	uMhlathuze Local Municipality	Spatial Development Framework	Providing Framework for coordinated development		2015	2016

## 9. INDICATOR DESCRIPTORS

Below are tables of performance indicators and their descriptions per programme aligned to the performance indicators reflected on pages 18-30 of the APP.

### A. CORPORATE SERVICES

PERFORMANCE INDICATOR	DESCRIPTION	EVIDENCE/VERIFICATION
Board approved HR Strategy	Board approved HR Strategy	Board approved HR Strategy
Total number of interns employed by RBIDZ, locators and contractors	Total number of interns employed by RBIDZ, locators, and contractors	Appointment letters ,
Develop a database of students from tertiary institutions in the area and their qualifications for use by locators	Develop a database of students from tertiary institutions in the area and their qualifications for use by locators	Database
Performance management system fully implemented	All performance agreements fully completed and submitted to HR by 31 May	Signed performance agreements
ICT systems, governance and controls in place	Development of ICT project plan for the year and also to provide and maintain ICT systems	Approved ICT project plan System availability reports
ICT Framework for the RBIDZ & investors	Develop an ICT framework for the RBIDZ ICT hub and locators	ICT Framework
Recognition agreements or lease agreement drafted and finalised with prospective investors	recognition agreements or lease agreement drafted and finalised with prospective investors	Recognition agreements Lease agreements
Number of SHE construction audits conducted	Number of SHE construction audits conducted on RBIDZ construction projects	Completed Audit checklist
RBIDZ HSQ internal performance (number of lost time incidents)	Number of RBIDZ lost time incidents	Incident report
RBIDZ HSQ contractor performance (number of lost time incidents)	Number of RBIDZ contractor lost time incidents	Incident report
Strategic stakeholder relationship management with environmental stakeholders	Monthly stakeholder meetings with environmental authorities	Minutes of meeting
Environmental sustainability initiatives	Implement environmental sustainability project	Feedback report
RBIDZ environmental performance	Number of RBIDZ environmental incidents	Environmental incident report
OHSAS 18001 and ISO 14001 obtained	ISO 18001 AND 14001 Certification of the RBIDZ	ISO 14001 and 18001 certificate

## B. ZONE DEVELOPMENT AND OPERATIONS

PERFORMANCE INDICATOR	DESCRIPTION	EVIDENCE/VERIFICATION
Obtain all regulatory approvals for Phase 2A	Submit Subdivision of Agricultural Land Application(70 of 1970) to the Department of Agriculture	Proof that application was submitted to the Department of Agriculture
Obtain all regulatory approvals for Phase 1D	Appoint service provider for detail design Commence detail design	Proof of appointment of service provider. Concept design report.
Obtain all regulatory approvals for Alton Central Industrial Area	Appoint service provider for detail design Commence detail design	Proof of appointment of service provider. Concept design report.
Phase 1F internal engineering infrastructure implemented within approved budget	70% of internal engineering infrastructure completed	Minutes of site meetings indicating actual % progress on contracts
Medway road upgrade project initiated and implemented within approved budget	Completion of Medway Road Upgrade	Practical completion certificate
Number of people employed and retained for construction jobs by the RBIDZ	Job opportunities created by contractors	Montly signed labour registers for all active construction projects
Customs control areas designated	Phase 1F designated as a CCA	CCA designation approval from SARS
% CCA Enterprise Applications submitted for locators who have signed lease agreements with approved building plans	Submission of CCA Enterprise applications to SARS	Proof of submission of CCA Enterprise application to SARS

### C. BUSINESS DEVELOPMENT AND SUPPORT

PERFORMANCE INDICATOR	DESCRIPTION	EVIDENCE/VERIFICATION
Number of quality investor leads generated in priority sectors	This KPI measures the number of enquiries that have been converted into solid leads, by providing information and assistance to the investor which leads to a letter of intent being sent by the investor indicating their intention to invest at the RBIDZ	Enquiry forms from BDS Investor scorecard, Letter of intent from investors
Number of investors signed within RBIDZ	This KPI measures the number of investors that have signed a recognition agreement with the RBIDZ with an intent of locating their project at the zone	EXCO, Investment and infrastructure committee & Board approval, Recognition agreement
Value of investments signed with RBIDZ	This KPI measures the value of investments that have been signed with investors. The value is given by the investor on their letter of intent and business case.	Letter of intent from investors Business case/plan from the investor, Recognition agreement
Number of new investors commencing construction	This measures the number of investors that have begun construction of their factory on the RBIDZ land	Lease agreement Approved building plans Construction works progress report
Number of new investment projects operational at year end	This KPI measures the number of investors starting operations at the end of the financial year, at this stage machinery is fitted and ready to start production	Recognition agreements, letter from investor confirming start of operations.
Number of project opportunities packaged and promoted to industry stakeholders	This KPI measures the number of sector studies conducted to identify opportunities in the priority sectors, it also measures number of engagements held with sector stakeholders to consult them on the studies	Feasibility studies conducted. Minutes of meetings with stakeholders
Number of initiatives (programmes) aimed at linking SMMEs to investors and business opportunities	This KPI measures the number of approved programmes aimed at developing SMMEs and promoting the involvement of local enterprises in the mainstream economy in collaboration with stakeholders. This includes trade shows, referrals of opportunities	Approved SMMEs programmes, SMME data base, and letters of agreement for cooperation with stakeholders.
Number of Local SMMEs linked to business support initiatives and opportunities	This KPI measures the number of local SMMEs and Enterprises assisted to access business opportunities and participate in enterprise development, investment and funding initiatives.	Attendance registers & letters from SMMEs confirming assistance.
One-stop shop services offered - Number of applications submitted to assist investors to access: business Permits, incentives, regulatory approvals and funding applications, facilitated	This KPI measures the number of applications facilitated for investors to access regulatory, incentives and funding approvals. Count number of applications facilitated	Funding applications forms Business registration and incentive application forms, work and business permit forms
Number of construction jobs created by Investors	This KPI measures the number of Jobs created by investors through their construction activities.	Contract from investor/contractor, list of employees from investor/contractor, letter from investor/contractor confirming number of people employed
Number of permanent jobs created by investors	This KPI measures the number of permanent Jobs created by investors through their operations and manufacturing activities.	list of employees from investor, letter from investor confirming number of people employed

#### D. FINANCE

PERFORMANCE INDICATOR	DESCRIPTION	EVIDENCE/VERIFICATION
Maintained unqualified audit opinion	Clean audit for RBIDZ	Report from Auditors stating unqualified audit opinion
Collection of own income	Collection of rents, management fees from locators and	Finance records
% of procurement spend on supplier based on the BBBEE rating as a percentage of total measure procurement spend	% that is spend on supply of goods and services by BBBEE to the RBIDZ	SCM report
% of black business enterprise participating in the supply of goods and services to RBIDZ (35% target)	% Black business that are registered on our database, supplying goods and services to RBIDZ	SCM report
% of black women owned business enterprises participating in the supply of goods and services to RBIDZ (12% target)	% of black women business registered on our database that supply goods and services to RBIDZ	SCM report
% of black youth enterprise participating in the supply of goods and services to RBIDZ (10% target)	% of black youth business registered on our database that supply goods and services to RBIDZ	SCM report
Amount of funding secured for Operations and capital project	Application for funding from applicable stakeholders.	Letter of application of funding Letter from company /department approving application letter Letter from department granting RBIDZ funds

## E. OFFICE OF THE CEO

PERFORMANCE INDICATOR	DESCRIPTION	EVIDENCE/VERIFICATION
Number of identified strategic special projects that are aligned to the organisational mandate.	Conduct relevant planned special projects Follow upon recommendations resulting from the special projects	Feasibility Study report Opportunity assessment report
Roll out Techno Hub	Measures the completion of the Techno Hub top structure	Finalised lease agreement with TVET
Implementation of the Board approved Project Management Policy on big projects	Measures the alignment of the project Management policy to the SCM processes and the implementation thereof to some projects.	M&E guideline created and Project Management template developed
Strategy and APP developed	Measures the submission of Board approved Strategic Plan and Annual Performance plan documents as per the PFMA and Treasury regulations.	Approved draft strategy and APP by the Board Minute of the meeting
90% achievement of APP targets	Measures the total percentage achieved by the organisations in the performance targets set for the year.	Quarterly reports Final audit outcome and calculation
Monitoring and Evaluation guideline developed and adopted	M&E guideline on performance information developed	M&E guideline adopted by Manco
Clean audit outcome (Performance information)	Measures the achievement of a clean audit outcome on performance information.	Final Audit report
100% of significant internal and external audit findings for the organisation addressed within appropriate timeframes	Measures the effort by the RBIDZ to address the findings for the prior year so that they do not become repeat findings.	Evidence acceptable to the auditor addressing the findings from each affected area within the business.
Stakeholder engagement plan developed and implemented	Stakeholder Management plan that prioritises key stakeholders critical for engaging to enable the RBIDZ to deliver on its mandate.	Stakeholder engagement plan and activities
CSI Plan developed	CSI plan developed that is aligned to the CSI policy and clearly identifies the areas in which the RBIDZ will focus for the year including 1 flagship project	Exco approved CSI plan and 1 flagship programme implemented
Communications procedure reviewed and approved by exco	Communications protocol that clearly defines the communication procedure and responses per level for different media platforms	Exco approved communications protocol Exco approved Public Relations Plan
Number of branding and marketing initiatives that are strategic and aligned to RBIDZ	Measures high level initiatives that are organised by the RBIDZ for marketing purposes.	All communication, procurement leading, approvals leading to the event and guest list.
Percentage improvement on brand visibility	Measures how visible is the RBIDZ brand in public and amongst its stakeholders	Report showing 10% improvement from the baseline which will be the original survey
Secure option or purchase agreement for acquisition of additional land.	Must secure an option to purchase any additional land to add to the RBIDZ's portfolio.	Letter to secure option or purchase agreement.