

MEGA CORPORATE PLAN

20
22



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LIST OF ACRONYMS & ABBREVIATIONS

AG	: AUDITOR GENERAL
APP	: ANNUAL PERFORMANCE PLAN
BRICS	: BRAZIL, RUSSIA, INDIA, CHINA AND SOUTHAFRICA
CAPEX	: CAPITAL EXPENDITURE
CEO	: CHIEF EXECUTIVE OFFICER
CFO	: CHIEF FINANCIAL OFFICER
CSIR	: COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH
DARDLEA	: DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT,
DBSA	: DEVELOPMENT BANK OF SOUTHERN AFRICA
DEDT	: DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM
DIRCO	: DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION
DRDLR	: DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
DRP	: DISASTER RECOVERY PLAN
DWS	: DEPARTMENT OF WATER AND SANITATION
EIA	: ENVIRONMENTAL IMPACT ASSESSMENT
EMIA	: EXPORT MARKETING AND INVESTMENT ASSISTANCE
ERM	: ENTERPRISE-WIDE RISK MANAGEMENT
FER	: FOREIGN ECONOMIC REPRESENTATIVES
HR	: HUMAN RESOURCES
HRD	: HUMAN RESOURCES DEVELOPMENT
ICT	: INFORMATION AND COMMUNICATION TECHNOLOGY
IDC	: INDUSTRIAL DEVELOPMENT CORPORATION
IPAP	: INDUSTRIAL POLICY ACTION PLAN
M&E	: MONITORING AND EVALUATION
MEGA	: MPUMALANGA ECONOMIC GROWTH AGENCY
MEGDP	: MPUMALANGA ECONOMIC GROWTH AND DEVELOPMENT PATH
MIFPM	: MPUMALANGA INTERNATIONAL FRESH PRODUCE MARKET
MOU	: MEMORANDUM OF UNDERSTANDING
MTSF	: MEDIUM TERM STRATEGIC FRAMEWORK
NEDP	: NATIONAL EXPORTER DEVELOPMENT PROGRAMME (NEDP)
NGP	: NEW GROWTH PATH
PESTEL	: ECONOMIC, SOCIAL, TECHNOLOGICAL, ENVIRONMENTAL AND LEGAL
PFMA	: PUBLIC FINANCE MANAGEMENT ACT
PMU	: PROGRAMME MANAGEMENT UNIT
SA	: SOUTH AFRICA
SADC	: SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
SEZ	: SPECIAL ECONOMIC ZONES
SMME	: SMALL, MEDIUM AND MICRO ENTERPRISES
SSAS	: SECTOR SPECIFIC ASSISTANCE SCHEME
the dtic	: THE DEPARTMENT OF TRADE, INDUSTRY AND COMPETITION

ACCOUNTIG AUTHORITY STATEMENT



MR. D.S. MKWANAZI

This Corporate Plan is developed for submitted to the Shareholder and Provincial Treasury, in line with treasury regulations. Due to the reduction in government funding year on year as well as the impact of COVID-19 on the ability to generate sufficient revenue, the targets included in the Corporate Plan does not reflect the entity's ambition and drive of generating massive investment in the province.

With government grant diminishing and the ability to generate revenue being impacted by circumstances beyond the entity's control, there is an increased need to partner with other financial institutions and private sector investors to enhance revenue geared towards self-financial sustainability.

Amongst other initiatives that are planned for the year ahead include the resuscitation of negotiations with financial institutions aimed at raising capital for on-lending activities, collaborating with government departments to access funds targeted for social infrastructure programmes as well as forging partnerships with private sector to invest in the entire property portfolio by way of complete refurbishment. As we gear ourselves for the year ahead, the main focus would be on the execution of all strategic initiatives identified in the Corporate Plan in order to enhance performance within the entity. The board is also confident that by successfully implementing the entity's financial sustainability model, this will ensure improved capacity in order to ultimately become a self-sustainable DFI.



MR. D.S. MKWANAZI
Chairperson of the Board

ACCOUNTING OFFICER STATEMENT



The ratio of own revenue generated by MEGA seem slightly higher compared to the grant funding due to the diminishing government grant. The efforts to increase revenue generation is hampered by poor debt repayment by clients and decreasing revenue streams.

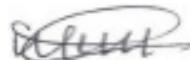
With regard to the audit report matters, the only remaining audit qualification is in respect of "Other Financial Assets", i.e., the validity of our loan book balances. Management will be working tirelessly to ensure that the matter is addressed in order to receive a clean audit going forward. A remedial action plan will be developed and implemented successfully to ensure an improved audit outcome.

The entity will also focus on the following key initiatives in order to

The filling of critical vacancies has been prioritised in the year ahead to support a "fit-for-purpose entity" and reduce the dependency on consultants. This process will be done by advertising the positions internally and filling such positions with internal candidates that qualifies whilst also focusing on reskilling of some employees who lack certain competencies.

improve the entity's financial and operational position in accordance with the developed turn-around strategy:

- a. Take immediate steps to resolve long outstanding arrear rental collections through legal pursuit of recalcitrant clients.
- b. Establish and fully capacitate a Debt Collection Unit using internal resources to vigorously pursue arrear accounts.
- c. Fast track acquisition and implementation of a Loans Management and Information Management System.
- d. Document and map business processes and develop standard operating procedures.
- e. Review the organogram to allow for optimal performance in the one stop services centres and capacitate MEGA with the right skills and qualifications to enable it to be a "fit-for-purpose entity".



MR. M.I. MAHLANGU
Acting Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this Corporate Plan:

1. Was developed by management and the Board of the Mpumalanga Economic Growth Agency (MEGA) under the guidance of the Department of Economic Development and Tourism (DEDT);
2. Takes into account all the relevant policies, legislation and other mandates for which MEGA is responsible for; and
3. Accurately reflects the performance targets which MEGA will endeavour to achieve given the resources made available in the budget for 2021/22.



MR. T.S. NOBELA
Acting GM: Trade & Investment

MR. Z. MACU
Acting Chief Financial Officer



MR. Z. MACU
Acting Chief Financial Officer



MR. D.S. MKHWANAZI
Chairperson of the Board

PART A: OUR MANDATE

1. LEGISLATION AND POLICY MANDATES

1.1 THE REGULATORY ENVIRONMENT

1.1.1. Constitutional Mandate

MEGA has been specifically mandated to drive growth in various sectors of the provincial economy and therefore provides opportunities to the citizens of Mpumalanga through the funding of projects, promotion of Small, Medium, and Micro Enterprises (SMME's), Cooperatives (Co-ops) and other businesses thereby contributing to the constitutional imperative in Section 22 of the Constitution, which stipulates that citizens have a right to choose their trade, occupation or profession freely.

1.2 LEGISLATIVE MANDATE

1.2.1. MEGA Act 1 of 2010:

MEGA's legal mandate in terms of Section 3 of the MEGA Act 1 of 2010, is articulated, inter alia:-

- i. To provide funding in respect of property development; approved enterprises; housing loans; and agricultural development; focusing primarily on previously disadvantaged individuals within the Province;
- ii. To focus on project management and development; and to manage immovable property;
- iii. To promote foreign trade and investment so as to ensure enterprise and agricultural development that will significantly contribute to economic growth and development within the Province, with specific emphasis on Black Economic Empowerment;
- iv. In achieving its objectives, MEGA shall endeavor to progressively increase its own revenue generation and collection; and
- v. The objectives of MEGA expressly exclude the objectives of the Mpumalanga Tourism and Parks Agency, The Mpumalanga Regional Training Trust and the Mpumalanga Gaming Board.

1.2.2. Public Finance Management Act No 1 of 1999

MEGA is listed and registered as a schedule 3D entity by virtue of being the successor in title of former MEGA and was established through MEGA Act 1 of 2010. Schedule 3 entities are regulated by Sections 47 and 76(4) of the PFMA.

In terms of the Act, MEGA has a responsibility to adhere to a number of regulations that ensure the achievement of some of its objectives such as, real financial growth and sustainability, clean and unqualified audits and improved financial management capability maturity.

The regulations in the Act include providing for, inter alia:

- i. Sound financial management;
- ii. The efficient and effective management of all revenue, expenditure, assets and liabilities of the company; and
- iii. The provision of responsibilities of persons entrusted with financial management in the organisation.

1.2.3. National Credit Act No 34 of 2005

The National Credit Act promotes a fair and non-discriminatory market place for access to consumer credit and therefore places a responsibility on MEGA, as it provides funding in respect of property development, granting of housing loans and enterprise development focusing on Historically Disadvantaged Individuals within the province to adhere to the regulations in the Act some of which include:

- i. Promoting fair and non-discriminatory practices in the granting of loans;
- ii. Promoting black economic empowerment and ownership in its funded SMMEs and Co-operatives by applying fair credit and credit-marketing practices;
- iii. Promoting responsible credit granting by giving loans only to qualifying individuals;
- iv. Providing debt restructuring and debt counselling services for over-indebted clients;
- v. Establishing policies and standards relating to loans management and housing finance; and
- vi. Promoting a consistent enforcement framework relating to debt management.

LEGISLATION AND POLICY MANDATES

(Continued)

1.2.4. Financial Intelligence Centre Act No. 38 of 2001

The Finance Intelligence Centre Act's objective is to establish a Financial Intelligence Centre and a Money Laundering Advisory Council in order to combat money laundering activities and the financing of terrorist and related activities. The Act therefore imposes certain duties on institutions and other persons who might be used for money laundering purposes.

MEGA, through its various programmes, provides finance that facilitates development in the province and therefore recognises that there may be individuals who may circumvent the regulations in the Act. The Act will be applied, as intended, in MEGA's operations.

1.2.5. Housing Act No. 107 of 1997 (as amended through the Housing Amendment Act 4 of 2001)

The Housing Act provides for the facilitation of a sustainable housing development process and lays down general principles applicable to housing development. It also defines the functions of national, provincial and local governments in respect of housing and provides for the establishment of a South African Housing Development Board.

The Mpumalanga provincial government has placed the responsibilities outlined in the Act on MEGA. One of MEGA's strategic outcome-oriented goals directly addresses this responsibility as it states that it aims "to increase access to affordable housing". Programme 5's performance delivery objectives will facilitate the achievement of this goal through its Loans Management and Housing Development sub-programmes.

1.2.6. Agriculture Laws Extension Act No. 87 of 1996

The objective of the Act is to provide for the extension of the application of certain laws relating to agricultural matters to certain territories which form part of the national territory of the Republic of South Africa.

MEGA has a programme that is responsible for the growth and development of the agricultural sector by providing financial and non-financial support to farmers and related agriculture businesses. MEGA has to ensure that its operations are in line with the regulations contained in this Act so as to contribute to the economic development of the province, as mandated.

1.2.7. National Small Business Act No. 102 of 1996 (as amended thought the National Small Business Amendment Act 29 of 2004)

The objective of the Act is to provide for the establishment of the Small Enterprise Development Agency (SEDA), mandated to implement government's small business strategy; design and implement a standard and common national delivery network for small enterprise development; and integrate government-funded small enterprise support agencies across all tiers of government.

Enterprise development in the province is to be accelerated through MEGA's promotion initiatives in a number of industries by providing support to Small, Medium and Micro Enterprises (SMME's) and to Co-operatives (Co-ops). MEGA will facilitate the establishment of provincial Small Business Councils as it has a mandate to promote and develop businesses in the province.

The above Acts are legislative mandates that place instrumental responsibilities on the board, executives and employees of MEGA in terms of how MEGA's operations are conducted. However, there are other Acts that regulate MEGA's operations that include, inter alia: -

- i. Basic Conditions of Employment Act, 1997;
- ii. Labour Relations Act no 66 of 1995;
- iii. Companies Act of 2008 Act No. 71 of 2008;
- iv. Preferential Procurement Policy Framework Act No. 5 of 2000;
- v. Employment Equity Act No. 55 of 1998;
- vi. Skills Development Act No. 97 of 1998;
- vii. Income Tax Act No. 58 of 1962;
- viii. Broad-Based Black Economic Empowerment Act No. 53 of 2003;
- ix. South African Reserve Bank Act No. 90 of 1989;
- x. Co-operative Banks Act No. 40 of 2007; and
- xi. Customs and Excise Act No. 91 of 1964.

1.3 POLICY MANDATES

1.3.1. National Development Plan

The National Development Plan (NDP) is a government-initiated plan to eliminate poverty and reduce inequality by 2030. The plan sketches out the key structural changes required for sustainable social and economic growth.

MEGA's programmes are aligned to meet the aims of the NDP as MEGA's strategic plan is geared to ensure sustainable development and economic growth in the province that will contribute to job creation, poverty alleviation, redressing the inequalities of the past and the beneficiation of the province's resources. This includes the expansion of infrastructure and the improvement and efficient use of rural spaces through the promotion and development of Co-operatives. Co-operatives are autonomous associations of persons who entirely co-operate for their mutual social economic and cultural benefits. Co-operatives include non-profit community organisations and businesses that are owned and managed by the people who use the services (consumer co-operative) and by people who work there (worker co-operative) or by people who live there (housing cooperative).

1.3.2. Mpumalanga Economic Growth and Development Path

The Mpumalanga Economic Growth and Development Path (MEGDP) outlines a set of strategic choices and potential paths that will contribute towards a growing sustainable Mpumalanga economy which provides economic opportunities and work for all citizens. The core vision is to build an equitable and inclusive economy that supports an improved quality of life for all the people of Mpumalanga.

The overarching objectives are:

- i. Increased employment by developing sectors with sustainable labour absorption potential;
- ii. Sustainable economic growth by developing sectors with high growth potential; and
- iii. Greater equity and a decreased poverty rate (sustainable human development) as more citizens will have access to employment and the benefits of economic growth.

MEGA has developed its corporate plan and policies towards achieving the goals set out in the MEGDP.

1.3.3. Industrial Policy Action Plan (IPAP) 2010/11 to 2012/13

The industrial Policy Action Plan, 'IPAP 2' is a three-year rolling industrial-related roadmap for the Medium-Term Expenditure Framework (MTEF) period 2010/11 to 2012/13 financial years.

MEGA has placed priority on the development and management of its properties, which include small and large industrial parks that provide factory space for industries. This is aimed towards helping to build South Africa's industrial base in critical sectors of production and value-added manufacturing, which are labour absorbing industries as provided for in IPAP 2. This will also address the decline in industrial and manufacturing capacity and contribute to the reduction of chronic unemployment in line with the MEGDP and IPAP.

1.3.4. Special Economic Zone Act 16 of 2014

Special Economic Zones (SEZs) within South Africa are geographically designated areas of the country set aside for specifically targeted economic activities to promote national economic growth and export by using support measures to attract foreign and domestic investments and technology.

The SEZ Act seeks to provide for the designation, promotion, development, operation and management of Special Economic Zones; to provide for the establishment, appointment of members and functioning of the Special Economic Zones Advisory Board; to provide for the establishment of the Special Economic Zones Fund; to regulate the application, issuing, suspension, withdrawal and transfer of Special Economic Zones operator permits; to provide for functions of the Special Economic Zones operator; to provide for transitional arrangements; and to provide for matters connected therewith.

In 2015, the Mpumalanga provincial government took a decision to pursue the designation of a Special Economic Zone (SEZ) within the Province in line with the objectives of the SEZ programme, among which is to create jobs through value-addition (industrialisation) of locally available resources.

The Nkomazi area (Komatipoort) was selected to host the agro-processing and logistics SEZ, because of its location along the N4 Maputo Corridor and proximity to most of the agricultural commodities required for the targeted agro-processing industries.

LEGISLATION AND POLICY MANDATES

(Continued)

The objectives of the Nkomazi SEZ programme are:

- i. To promote the mastery of targeted industrial capabilities within the framework of the IPAP, New Growth Path and the National Development Plan,
- ii. To promote beneficiation and value addition to the province's agricultural products, minerals and other natural resources,
- iii. To develop world-class infrastructure required to support the development of the targeted industrial activities,
- iv. To attract relevant foreign and domestic direct investment required to support the mastery of the targeted industrial capabilities,
- v. To accelerate economic growth and the creation of much needed jobs.

In terms of the Special Economic Zones Act, 2014, the application for the designation of the Nkomazi SEZ was submitted to the Minister of Trade and Industry in December 2017. In May 2018, the Minister of Trade and Industry supported the designation of the Nkomazi SEZ subject to a public consultation process which was completed at the end of June 2018. After a number of consultations with various stakeholders, the application was approved by national Cabinet on 5 December 2018.

MEGA has been appointed by DEDT to operationalise the Nkomazi SEZ which includes inter alia, the establishment of an SEZ Entity and all related processes leading to the appointment of the SEZ Operator and the actual development of the SEZ.

1.3.5. Medium Term Strategic Framework: Outcomes Delivery Agreement

The Medium-Term Strategic Framework (MTSF) is a high-level strategic document to guide the 5-year implementation and monitoring of the NDP 2030. In line with electoral mandate identifies the Priorities to be undertaken during 2019-2024 to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities and interventions for the 5-year period, and states the Outcomes and Indicators to be monitored.

The new MTSF is now defined as the combination of a NDP Five Year Implementation Plan for the Priorities outlined in the Electoral Mandate and an Integrated Monitoring Framework with more focus on a limited set of priorities.

The Seven Priorities derived from the Electoral Mandate are outlined below:

- i. Priority 1: Economic Transformation and Job Creation;
- ii. Priority 2: Education, Skills and Health;
- iii. Priority 3: Consolidating the Social Wage through Reliable and Quality Basic Services;
- iv. Priority 4: Spatial Integration, Human Settlements and Local Government;
- v. Priority 5: Social Cohesion;
- vi. Priority 6: A Capable, Ethical and Developmental State; and
- vii. Priority 7: A better Africa and World.

1.3.6. Mpumalanga MTSF 2019-2024

The Provincial MTSF 2019-2024 is developed in line with the Provincial Long-Term Plan: Mpumalanga Vision 2030 Implementation Framework (2013-2030) and the seven National Priorities.

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MEGA has been appointed by DEDT to operationalise the Nkomazi SEZ which includes inter alia, the establishment of an SEZ Entity and all related processes leading to the appointment of the SEZ Operator and the actual development of the SEZ..

SEZ has been registered as an entity of DEDT after its Board approved the Memorandum of Incorporation.

The Nkomazi SEZ Project Management Unit (PMU) was established, with 4 specialists appointed during Q1 of the 2020/21 financial year.

1.3.6.1. MEGA's Contribution to the Mpumalanga MTSF 2019 – 2024 Targets

MEGA contributes to Priorities 1, 6 and 7.

P1: Economic Transformation and Job Creation

Outcome 4	Decent employment through inclusive economic growth
Impact/Outcome Targets	Reduce the percentage of poor road networks from 28% to 24%
Key Focus Area	Key Actions
Economy, Transformation and Jobs	<ul style="list-style-type: none"> ◊ Develop an investment promotion strategy that will ensure mobilisation of new investment and improve the level of industrialisation and participation of private sector. ◊ Fast track implementation of the Nkomazi Special Economic Zone (SEZ) to create opportunity for investment and development of small businesses and cooperatives. ◊ Revive and advance the possibility to operationalise the Highveld Steel Industrial Park ◊ Revitalise Ekandustria, Siyabuswa and other Industrial parks to generate revenue and expand SMME activities in order to create jobs. ◊ Ensure local sourcing by government including construction and other local suppliers through Social Enterprise Development Programme (SEDP) in line with the national industrial programme. ◊ Expand the Provincial industrial base by focusing mainly on targeted sectors that are labour intensive, promote beneficiation and value chain development such as Agriculture and Agro-processing; Mining; Creative Arts industry; Tourism and Infrastructure. ◊ Commence with the first phase of the infrastructure for the Mpumalanga International Fresh Produce Market (MIFPM), which will be operationalised in the next financial year. The MIFPM remains a critical lever to stimulate increased agricultural production for both the domestic and export markets. ◊ Play a role in the repositioning of all Public Entities (MEGA, MTPA, MER and MRTT) to achieve their competitive advantage. ◊ Develop a solution-based approach aimed at stimulating economic activity in our townships and rural areas.

Outcome 4	Decent employment through inclusive economic growth
Impact/Outcome Targets	Reduce the percentage of poor road networks from 28% to 24%
Key Focus Area	Key Actions
Economy, Transformation and Jobs	<p>The development and support for SMMEs is an apex priority and the following interventions will be fast tracked:</p> <ul style="list-style-type: none"> ◊ Support development of SMMEs and Cooperatives through access to funding (e.g. Mpumalanga Enterprise Development Fund, MEGA loan funding). ◊ Continuously promote and ensure payment across the board within 30 days, especially SMMEs and ensure streamlining of payment processes in both local and provincial government.

MEGA's Contribution to the Mpumalanga MTSF 2019 – 2024 Targets (Continue)

Cross Cutting: Mainstreaming	
Outcome 4	Decent employment through inclusive economic growth
Impact/Outcome Targets	Increase economic empowerment opportunities for HDI, women, youth, military veterans and people with disabilities to – 70%, 45%, 30%, 2% and 2%, respectively
Key Focus Area	Key Actions
HDI, Youth, Women, Military Veterans and People with Disabilities	<ul style="list-style-type: none"> ◊ Ensure that all provincial government institutions, plan, budget and implement maintenance of infrastructure, maximise involvement of women, youth, local capacity as well as public employment programs;

P6: A capable, ethical, developmental state in a social compact with citizens	
Outcome 2	An efficient, effective and development oriented public service
Impact/Outcome Targets	10% reduction in corruption cases in public and private sector
Key Focus Area	Key Actions
Professionalize public service	<ul style="list-style-type: none"> ◊ Make tender and procurement system and processes more transparent, efficient and credible. ◊ Resolve all disciplinary cases within 90 days. ◊ Introduce the implementation of the King Code recommendations in the public service. ◊ Develop programs that will professionalize public service, reskilling and improve organizational culture. ◊ Develop and roll-out an Organisational Culture/ Change management Program as informed by the Batho-Pele principle. ◊ Establish effective Business Models and Standard Operating Procedures (SOPs). ◊ Accelerate building of right-sized and skilled public service by implementing the Regional Service Delivery Model. ◊ Implement PRIME to ensure streamlined and integrated planning, research, information management, monitoring and evaluation across the Province. ◊ Facilitate the institutionalization of research and evaluation system across Departments and Municipalities to evidence-based decision making. ◊ Through HR departments across Government, strengthen compulsory training and induction for all public servants.

P7: A better South Africa, Africa and the World	
Outcome 4	Decent employment through inclusive economic growth
Impact/Outcome Targets	Increase opportunities for FDI in the Province from R600m (2018/19) to R1 billion by 2024
Key Focus Area	Key Actions
Increase international trade	<ul style="list-style-type: none"> ◊ Develop and fast-track implementation of the International Relations Provincial Strategy for the African Continent in order to increase trade, exports and cultural activities to the Continent. ◊ Forge partnerships with BRICS, the West and entire world.

1.3.7. Mpumalanga Vision 2030 Implementation Framework (2013-2030)

The Mpumalanga Vision 2030 (Mpu V2030) is the direct implementation response to the National Development Plan (Vision 2030). It is the Province's approach to realise the objectives of the NDP in the provincial context – in a simple & flexible representation of the substance & complexity of the development processes in the province.

The Mpumalanga Vision 2030 Objective is to:

- i. Introduce an approach to change in order to link capabilities to opportunities and employment;
- ii. Incorporate the establishment of focused & interlinked priorities. Three inter – related impact areas corresponding to NDP call for focus on “a few strategic priorities”;
- iii. Ensure achievement of four socio economic outcomes, through key mechanisms that must be in place to facilitate the achievement of objectives; and
- iv. Mechanisms must build on the strong foundations of a safe and cohesive society and an honest and capable public service.

1.3.7.1. MEGA's Contribution to the Mpumalanga Vision 2030: Spatial Perspective

No.	Key Drivers	Infrastructure Projects	Preferred/Optimum Location
1.	Business, Commercial and Industrial Development	Establish Industrial Parks	Five Primary Nodes along N4 and N17-N2 Corridors
2.	Agricultural Development	Regional Fresh Produce Market	Mbombela/Komatipoort
		Dry Port SEZ/Logistics Hub	Komatipoort

1.4 Relevant court rulings

None.

1.5 Planned policy initiatives

None.

1.6 Institutional Policies and Strategies for 5-year Planning Period

1.6.1. Description of the strategic planning process

The Strategic Plan development of the entity takes into consideration its mandate, corporate strategy, the Constitution of the Republic, policy mandates, government priorities as outlined by the Premier in the State of the Province Address, considerations and recommendations of oversight structures of government including Portfolio Committees, Treasury and the Auditor-General.

1.6.2. MEGA's Corporate Strategy

In 2015, a new Corporate Strategy was developed which was aimed to ensure long-term financial sustainability by reducing dependency on government grants; leveraging strategic partnerships with a range of investors in private sector and major development finance institutions; proactively generate and facilitate strategic high impact investments in the province; and build internal capacity (systems, processes, structure, people, culture, image) to successfully execute its mandate.

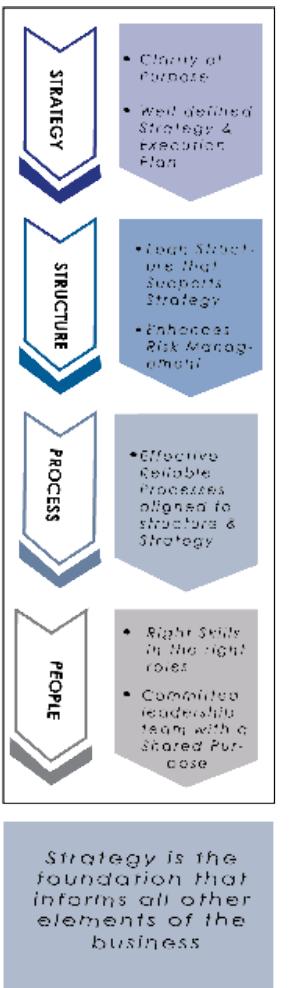
An organisational structure aligned to the 2015 strategy was developed and approved by the Board in 2016. The capacitation of the organisational structure commenced in 2016 and the final phase which pertained to a consultative process aimed at finding solutions for unplaced employees was completed in the first quarter of 2021. This will be followed by the process of filling critical vacant positions in order to enable a "fit for purpose" organisation.

1.6.3. MEGA's Operating Model

During the Strategy review in 2015, an assessment was conducted internally to determine MEGA's capability to deliver on its mandate.

The assessment revealed that MEGA is an internally-focused, reactive, financially unsustainable institution spending the bulk of its available capital on operating costs and making limited impact in terms of investment and economic development.

The results of the assessment necessitated the development of the Corporate Strategy that would enable MEGA to be a capable, credible and resilient development finance institution using smart partnerships with the private sector, leveraging government ownership and optimising the utilisation of its assets to make meaningful socio-economic impact.



Included in the Corporate Strategy are the four elements of the Operating Model depicted above which requires focus in order to build an effective and sustainable MEGA.

1.6.4. MEGA's Contribution to the Mpumalanga Vision 2030: Spatial Perspective

No.	MEGA Mandate (Focus Area)	Strategic Goal	KPI	Baseline 2013/14 – 2018/19	MTSF Targets 2019/20 – 2024/25	Projects
1.	Provide funding in respect of property, business enterprise and agricultural development with a particular emphasis on Historically Disadvantaged Individuals	Increased participation in the economy by entrepreneurs and companies within the designated groups	<p>Value of business loans approved</p> <p>Value of loans disbursed to SMMEs</p> <p>Value of housing loans approved</p> <p>Value of housing loans disbursed</p> <p>Number of businesses monitored and supported</p> <p>Number of housing clients monitored and supported</p> <p>Number equity investment monitoring reports</p>	<p>R85.6 million business loans approved</p> <p>R 48.4 million disbursed to SMMEs and Co-operatives</p> <p>R21.5 million housing loans approved</p> <p>R 9.7 million disbursed to housing clients</p> <p>550 businesses monitored and supported</p> <p>314 housing clients monitored and supported</p> <p>New target</p>	<p>R30 million business loans approved</p> <p>R50 million business loans disbursed</p> <p>R30 million housing loans approved</p> <p>R35 million housing loans disbursed</p> <p>690 businesses monitored and supported</p> <p>900 housing clients monitored and supported</p> <p>20 equity investment monitoring reports developed</p>	<ul style="list-style-type: none"> Prioritise growing sectors in the economy Fund businesses in priority sectors to maximise economic Pursue employer supported housing Fund housing loans Business management support and training Monthly reviews on repayment Ensure stop order facility is implemented Monthly reviews on repayment
2.	Deliver massive infrastructure, focusing on project management, property development and management of immovable property	Increased attraction and implementation of suitable investors to the Province based on an attractive value proposition and attractive investment opportunities	<p>Value of revitalization funds approved by government and / or development finance institutions</p> <p>Completed milestones towards the revitalisation and / or construction of the identified development opportunities</p>	<ul style="list-style-type: none"> Phase I revitalization of Ekandustria completed Application for Phase II revitalization of Ekandustria submitted to the dtic <p>A panel of Strategic Development Partners was appointed</p>	<p>R1.3 billion received for the revitalization</p>	<ul style="list-style-type: none"> Secure funds for the revitalisation of industrial parks Through Strategic Development Partner(s), invest in the following development opportunities: <ul style="list-style-type: none"> i. Existing shopping complexes and office: <ul style="list-style-type: none"> Kabokweni Shopping centre. Siyabuswa shopping centre. 66 Anderson street offices. ii. Seven identified opportunities: <ul style="list-style-type: none"> 3 erven for offices at Sonheuwel. 3 erven for student accommodation at Sonheuwel. New shopping centre at Ekangala.
		Completed milestones towards the operationalisation of the Mpumalanga International Fresh Produce Market	Completed enabling infrastructure	Completed and functional Mpumalanga International Fresh Produce Market	Completed and functional Nkomazi Special Economic Zone	<ul style="list-style-type: none"> Appointment of the Market Operator. Development of the Operational Plan. Secure investment to fund the budget shortfall.
		Number of Plans submitted to the dtic in line with regulatory requirements	SEZ Designation	Completed and functional Nkomazi Special Economic Zone	Completed and functional Mpumalanga International Fresh Produce Market	<ul style="list-style-type: none"> Develop and submit Business Plan and Strategic Plan to the dtic.

MEGA's Contribution to the Mpumalanga Vision 2030: Spatial Perspective (Continued)

No.	MEGA Mandate (Focus Area)	Strategic Goal	KPI	Baseline 2013/14 – 2018/19	MTSF Targets 2019/20 – 2024/25	Projects
3.	Promote investment	Increased investment attracted through trade and investment promotion	Value of foreign and domestic investment attracted into the Province	Facilitated R600 million of foreign and domestic investment into the Province	Attract R2.3 billion of foreign and domestic investment into the Province	<ul style="list-style-type: none"> Identify potential investors to match with specific projects Sign agreements based on specific/ identified projects Establish a One-Stop Shop Investment Hub in the Province to assist investors with various requirements
4.	Promote trade	Increased access to export trade opportunities for Mpumalanga companies	Number of exporters / importers provided with foreign trade counselling and support	A total of 146 exporters were provided with foreign trade counselling and support	650 exporters / importers provided with foreign trade counselling and support	<ul style="list-style-type: none"> Conduct research to match local businesses with foreign partners Assist local exporters with foreign trade counselling and support Conduct Inward and outward missions Facilitate access to exporter assistance programmes for exporters (e.g. EMIA, etc.)
5.	Progressively increase revenue generation and collection	Progressively increase own revenue generation and collection to achieve financial sustainability	Value of revenue generated through property portfolio	<ul style="list-style-type: none"> Average occupancy rate of 50% across the property portfolio Approximately R30 million turnover per annum 	<ul style="list-style-type: none"> Increase the occupancy rate to 80% Increase the turnover to at least R65 million per annum 	<ul style="list-style-type: none"> Procure a strategic partner to invest in and co-manage the property portfolio Dispose obsolete assets to reduce cost of security
			Value of revenue generated through the loan book	<ul style="list-style-type: none"> Average collection of 60% across the loan book. Approximately R10 million turnover per annum 	<ul style="list-style-type: none"> Increase the collection rate to 95% Increase the turnover to at least R20 million per annum 	<ul style="list-style-type: none"> Invest in integrated loans and record management system Trace debtors through data profiling Hand over to debt collection companies

PART B: OUR STRATEGIC FOCUS

1. THE EXTERNAL ENVIRONMENT

1.1 UPDATED SITUATIONAL ANALYSIS

South Africa's fragile economy is already off to a stumbling start in 2021. The economy began 2020 mired in recession and the hard lockdown imposed in late March triggered a contraction of 51% on an annualised basis in the second quarter.

1.1.1. Domestic Economic Outlook

The COVID-19 pandemic has had a profound impact worldwide. The pandemic reached South Africa later than most of the world, but despite the delay, it has still had a wide-reaching impact on all South Africans. The president declared a state of national disaster on 23 March 2020. The lockdown, which was implemented on 26 March 2020 to prevent new infections, has influenced all residents ¹.

South Africa's fragile economy is already off to a stumbling start in 2021. The economy began 2020 mired in recession and the hard lockdown imposed in late March triggered a contraction of 51% on an annualised basis in the second quarter.

The relaxation of lockdown regulations saw a 66% rebound in the third quarter (Q3), but a lot of ground remains lost. Estimates generally peg the 2020 contraction at between 8% and 10%. With renewed lockdown measures, the return of load shedding, mounting debt and shattered confidence, the outlook for 2021, with a few exceptions, is bleak ².

Cabinet adopted a draft Economic Reconstruction and Recovery Plan that identifies catalytic and enabling actions with an overarching goal to rebuild and grow the economy ensuring sustainability, resilience and inclusion.

It is expected that the interventions will assist in lifting the country's overall economic performance, break the cycle of low economic performance, weakness in production and poor labour market outcomes by using infrastructure, localisation, re-industrialisation as levers to stimulate economic activity and to raise the standard of living in marginalized communities.

The key high impact actions of the national economic reconstruction and recovery plan are summarised as follows:

- i. A massive rollout of infrastructure - unlocking over R1 trillion in new infrastructure investments.
- ii. Achieving sufficient, secure and reliable energy supply and rapidly expanding generation capacity through a diverse energy mix.
- iii. An employment stimulus to create jobs and support livelihoods. Creating and supporting over 800 000 employment opportunities through public and social employment, to respond to job losses in the aftermath of Covid-19.
- iv. Pursuing new areas of growth through industrialisation, localisation and export promotion, helping businesses to thrive and expand.
- v. Implementing decisive measures to reduce the cost of doing business, lower barriers to entry and create a more competitive and inclusive economy.
- vi. Other key elements of the plan, include the growth and recovery of tourism, the Green Economy, gender equality and economic inclusion, as well as food security.

1.1.2. Mpumalanga Economic Outlook ³

The Mpumalanga economy experienced sluggish growth already before Covid-19 and probably won't improve soon to achieve the annual target of 5%. Economic growth challenges before Covid-19 in the primary and secondary sectors, especially agriculture, mining, manufacturing, electricity, construction and the transport industry.

The average annual GDP growth for the province was 2.2% since 1995 and only an annual average of 1.4% since 2010, achieving considerably less than the growth target of 5% per annum. The weak performance of especially mining over the years had a negative impact on the overall economic performance of the province.

It should be noted that Mpumalanga recorded growth rates of more than 4% before the 2008/09 recession and therefore has the potential to achieve growth rates of close to 5% per annum. Looking at the situation since 2014, the provincial economy recorded economic growth of 2.9% in 2014, -0.2% in 2015, 0.1% in 2016, 1.9% in 2017 & 0.6% in 2018. Growth rate in 2019 around 0%.

A broad provincial economic recovery and growth plan was adopted by the Mpumalanga Provincial Government's Executive Council already in July 2020. The plan is aligned with the national recovery plan with priorities such as the roll-out of the Mpumalanga Industrial Development Plan, Tourism Recovery Plan, Green Economy initiatives and the importance of catalytic economic projects and infrastructure investment.

The key priority areas of the provincial Economic Recovery Plan are:-

- i. Provincial Relief Fund for SMMEs (including the tourism industry and the informal sector) affected by Covid-19 and the Mpumalanga Youth Development Fund announced by the Premier.
- ii. Provincial Tourism Recovery Plan.
- iii. Nkomazi SEZ (Special Economic Zone) and Mpumalanga International Fresh Produce Market (MIFPM) to grow the agricultural sector for export purposes.
- iv. Highveld Steel to promote the establishment of the Mining and Metals Industrial Technology Park, particularly participation in the localisation programme of the steel industry.
- v. Establishment of other Industrial Technology Parks also (petro-chemical and forestry) to increase the industrial base of the province and increase job opportunities.
- vi. Future Production Technologies to skill young people in 4IR cutting-edge technologies such as robotics for example.
- vii. Green Economy initiatives to mitigate the negative impact of climate change and create new green job opportunities.
- viii. The focus on Ekandustria also to generate income for MEGA to be used in

¹ StatsSA Social impact of COVID-19 (Wave 3): – July 2020

² Daily maverick: 5 key factors that will affect SA's economy - 10 January 2021

³ Socio-Economic Review and Outlook (SERO) of Mpumalanga

1.2 ORGANISATIONAL ENVIRONMENT

1.2.1. Capacity to Deliver on the Mandate

In order to deliver on its mandate, MEGA began a process of positioning itself as a capable, credible and resilient development finance institution that uses smart partnerships with the private sector, leverages government ownership and optimises the utilisation of its assets to make meaningful socio-economic impact.

This was done through an organisational development (OD) process which commenced in 2015/16.

An organizational structure aligned to the 2015 strategy was developed and approved by the Board in 2016. The capacitation of the organization structure commenced in 2016 and the final phase which pertained to a consultative process aimed at finding solutions for 45 unplaced employees was put on hold by the MEC in November 2018. The Moratorium was lifted in August 2019 and the HR Board Committee approved the strategy on 12th February 2020. All unplaced employees have now been placed into positions and the entity commenced with the process of filling prioritised positions.

1.2.2. Financial Sustainability

There's a negative impact on government revenue, which will influence budgets negatively and can eventually impact negatively on service delivery. The economy is more consumption than investment driven at the moment and a low investor confidence is experienced.

As a business enterprise of Government (PFMA schedule 3D entity), MEGA is required to be financially self-sustainable in order to advance its economic development mandate. However, this model has not been realised for the following key reasons:

- i. Upon its establishment, MEGA was under capitalised to place it on a trajectory towards self-sustainability;
- ii. the entity inherited legacy assets of poor quality (loan book, property portfolio);
- iii. Capacitation of the entity from a human resources perspective has not been finalised in the last 5 years as the previous realignment process in around 2013/14 was halted before completion and the recent one has been put on hold;
- iv. Increased conditional grants and progressive significant reduction in operational grants in the last few years.

This has meant that the entity has had to pursue high impact goals without the requisite human and financial resources. To that end, MEGA has developed a Financial Sustainability Model in order to ensure self-sustainability which entails leveraging its current asset base, strategic partnerships, as well as optimise certain processes in order to reduce costs and enhance revenue generation.

In line with its Financial Sustainability Model, management has identified and agreed on the following high-level principles that will form a basis of a comprehensive and measurable turn-around strategy required to improve the short to medium term financial sustainability of MEGA:

- i. Resuscitate negotiations with financing institutions aimed at raising capital for on-lending activities.
- ii. Collaborate with the Department of Human Settlements to access funds from the FLISP (Finance Linked Individual Subsidy) Programme to augment the provision of home loans in the gap market.
- iii. Facilitate transfer of assets from Limpopo to increase the current asset base while generating revenue.
- iv. Procure a Strategic Partner to invest in the entire property portfolio.
- v. Collaborate with the Department of Human Settlements to access subsidy funding from the CRU (Community Residential Units).
- vi. Accelerate the implementation of 3 development projects already awarded to Strategic Development Partners, namely: Siyabuswa Shopping Complex, Kabokweni Shopping Centre and 66 Anderson Street.
- vii. Accelerate the implementation of 7 identified property development projects.
- viii. Initiate a call for proposals for the redevelopment of Loopspruit winery.
- ix. Implement a Turnaround Plan for Tekwane Lemon Farm.
- x. Leverage grant funding from the dtic's Black Industrialist Programme to provide opportunities for SMMEs in these sectors: Clean technology and energy, Mineral beneficiation, Agro-processing, Clothing, textiles, leather & footwear, Pulp, paper, Industrial infrastructure, and Information communication technologies.
- xi. Establish a dedicated debt collection unit to vigorously pursue arrear accounts.
- xii. Investigate and facilitate the sale of non-core assets.

MEGA would further need to significantly scale up the balance sheet to have an even greater scale of impact on the Mpumalanga economy's transformation. Since the disclaimer audit opinion, with 10 audit qualifications, issued by the Auditor-General for the year ended 31 March 2016, MEGA improved its audit opinion to a "qualified" audit opinion with one audit qualification remaining relating to legacy issues.

A clean audit outcome would enable the entity to approach third parties for funding in order to scale up the balance sheet for even greater scale of projects.

1.2.3. MEGAs Mandate

The Act mandates that MEGA is established to accomplish the following:

- i. To provide funding in respect of property development; approved enterprises; housing loans; and agricultural development; focusing primarily on previously disadvantaged individuals within the Province;
- ii. To focus on project management and development; and to manage immovable property;
- iii. To promote foreign trade and investment so as to ensure enterprise and agricultural development that will significantly contribute to economic growth and development within the Province, with specific emphasis on Black Economic Empowerment;
- iv. In achieving its objectives, MEGA shall endeavor to progressively increase its own revenue generation and collection; and
- v. The objectives of MEGA expressly exclude the objectives of the Mpumalanga Tourism and Parks Agency, The Mpumalanga Regional Training Trust and the Mpumalanga Gaming Board.

1.2.4. Policy Mandate

The Mpumalanga government considers MEGA as a critical institution in the execution of its economic policy and is eager to see the institution stabilise, grow sustainably and deliver on its mandate. The provincial government, in turn has entrusted MEGA with, amongst others, the following responsibilities related to the execution of the Mpumalanga Economic Growth and Development Path (MEGDP) and Vision 2030:

- i. Promotion of black industrialists through exploiting opportunities presented by strategic initiatives such as, Industrial Technology Parks, Special Economic Zones and etc.
- ii. The establishment of the Mpumalanga International Fresh Produce Market (MIFPM) as a critical lever to stimulate increased agricultural production to supply domestic and international markets.
- iii. Promote Trade and Investment guided by the Provincial Trade and Investment Strategy that will support key economic sectors of the Province.
- iv. To attract private sector investment and to increase infrastructure investment.
- v. Support development of SMMEs and Cooperatives by providing and facilitating access to funding using internal funds and strategic partners.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

1.1 PERFORMANCE SCORECARD ALIGNED TO MEGA'S MANDATE

The entity's performance scorecard as aligned to its mandate serves as a strategic measurement and management tool which shall be reviewed and updated on an annual basis to take into account any changes in the entity's strategy or reflect key focus areas over the medium term.

The baseline figures are the estimated performance for the 2020/2021 financial year, and do not represent a trend over a three to five-year period.

The framework takes into account the Auditor General's requirement for the external auditors to perform certain procedures on a PFMA listed entity's performance scorecard and report their findings in their audit report. The scorecard reflected in this section will thus be used for reporting purposes to the Accounting Authority (the Board) and the Executive Authority (the Shareholder) on a quarterly basis and ultimately form part of MEGA's Annual Report.

1.1.1. PERFORMANCE SCORECARD FOR CORE FUNCTIONS

	STRATEGIC OBJECTIVES	FOCUS AREA	KPI	Estimated Performance 2020/21	MTSF Targets		
					2021/22	2022/23	2023/24
1.	Increased participation in the economy by entrepreneurs and companies within the designated groups	<ul style="list-style-type: none"> ◊ SMMEs ◊ Agricultural Enterprises ◊ Cooperatives ◊ Housing loans 	Value of business loans approved	R2m	R2m	R5m	R8m
			Value of business loans disbursed	R8m	R10.6m	R5m	R8m
			Value of housing loans approved	R1.5m	R1m	R5m	R8m
			Value of housing loans disbursed	R2m	R2.7m	R5m	R8m
			Number of businesses monitored and supported	120	150	150	150
			Number of housing clients monitored and supported	100	420	280	50
			Number of equity investment monitoring reports	4	4	4	4
2.	Increased attraction and implementation of suitable investors to the Province based on an attractive value proposition and attractive investment opportunities	<ul style="list-style-type: none"> ◊ Property Development 	Value of revitalization funds approved by government and / or development finance institutions	R50m	R150m	R50m	R100m
			Completed milestones towards the revitalisation and / or construction of the identified development opportunities	SDPs' investment proposals	SDPs' investment approved	Monitor progress	Monitor progress
		<ul style="list-style-type: none"> ◊ Infrastructure Development 	Completed milestones towards the operationalisation of the Mpumalanga International Fresh Produce Market	Completed enabling infrastructure	Appointment of the Market Operator	Completed Operationalisation Plan	Functional Market
			Number of Plans submitted to the dtic in line with regulatory requirements	SEZ Designation	Business Plan and Strategic Plan submitted to the dtic	0	0
3.	Increased investment attracted through trade and investment promotion	◊ Trade & Investment Promotion	Value of foreign and domestic investment attracted into the Province	R150m	R400m	R500m	R600m
4.	Increased access to export trade opportunities for Mpumalanga companies	◊ Trade & Investment Promotion	Number of exporters / importers provided with foreign trade counselling and support	50	140	160	180
5.	Progressively increase own revenue generation and collection to achieve financial sustainability	<ul style="list-style-type: none"> ◊ Trade & Investment Promotion 	Value of annual rental and municipal revenue generated from the property portfolio	R45m	R120m	R130m	R140m
			Number of investors attracted to MEGA Properties	New Indicator	40	50	60
			% achieved in occupancy rate of the property portfolio	55%	60%	70%	80%

1.1.2. PERFORMANCE SCORECARD FOR SUPPORT FUNCTIONS

	STRATEGIC OBJECTIVES	FOCUS AREA	KPI	Estimated Performance 2020/21	MTSF Targets		
					2021/22	2022/23	2023/24
6.	Enhanced Organisational Sustainability	<ul style="list-style-type: none"> ◊ People 	Value of business loans approved	45%	100%	100%	100%
			Value of business loans disbursed	65%	-	85%	-
			Value of housing loans approved	75%	80%	85%	95%
			Value of housing loans disbursed	1	2	2	2
		<ul style="list-style-type: none"> ◊ Systems and Processes 	% of implementation of three (3) year Internal Audit Plan	100%	100%	100%	100%
			% improvement on organisational risk maturity level	20%	25%	35%	50%
		<ul style="list-style-type: none"> ◊ Infrastructure Development 	Audit opinion outcome expressed by Auditor-General	Unqualified	Unqualified	Unqualified	Unqualified
			Audit opinion outcome expressed by Auditor-General	3	4	4	4
		<ul style="list-style-type: none"> ◊ Trade & Investment Prom 	Number of external Newsletters	12	12	12	12
			Number of internal Newsletters	1	1	1	1
			<ul style="list-style-type: none"> ◊ Trade & Investment Promotion 	Number of Marketing Campaigns conducted	25%	100%	100%
				% implementation of IT Infrastructure	50%	60%	70%
				% achieved on MEGA Brand and Reputation	70%	-	90%
7.	Improved Corporate Image of MEGA	<ul style="list-style-type: none"> ◊ Governance and Compliance 	% achieved on MEGA Customer Satisfaction	100%	100%	100%	100%

MEGA's legislative mandate and mission give direction regarding what is expected from MEGA in the long term. The impact of MEGA shall be measured through periodic evaluations within a range of three to five years.



INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

(Continued)

1.2 STRATEGIC GOALS

In pursuing its vision the entity has developed and adopted the following goals whose pursuit will enable it to meet its development impact ideals:

- i. Increased participation in the economy by entrepreneurs and companies within the designated groups.
- ii. Increased implementation of suitable high impact investment opportunities in the province.
- iii. Increased attraction of suitable investors to the Province based on an attractive value proposition and attractive investment opportunities.
- iv. Increased access to export trade opportunities for Mpumalanga businesses.
- v. Progressively increase own revenue generation and collection to achieve financial sustainability.
- vi. Enhanced organisational sustainability.
- vii. Improved corporate Image of MEGA

1.3 STRATEGIC OBJECTIVES

In order to achieve the above strategic goals, MEGA will strive to achieve the following strategic objectives:

- i. Provide funding in respect of property development; approved enterprises; housing loans; and agricultural development; focusing primarily on previously disadvantaged individuals within the Province;
- ii. Focus on project management and development; and to manage immovable property;
- iii. Promote foreign trade and investment so as to ensure enterprise and agricultural development that will significantly contribute to economic growth and development within the Province, with specific emphasis on Black Economic Empowerment;
- iv. Progressively increase its own revenue generation and collection;
- v. High performing organisation;
- vi. Enhance governance and operational excellence;
- vii. Increase MEGA Brand and Reputation.

1.4 DEVELOPMENT IMPACT

Impact is the long-term outcome or consequence of MEGA's activities and the effect this impact has on the people of Mpumalanga and the environment. MEGA's legislative mandate and mission give direction regarding what is expected from MEGA in the long term. The impact of MEGA shall be measured through periodic evaluations within a range of three to five years.

The outcome of MEGA's activities across all its programmes should result in inter alia;

- i. Increased job opportunities to target groups (youth, women, people living with disabilities);
- ii. Increased contribution of small enterprises to the Mpumalanga economy, and promotion of economic growth, job creation and equity; and
- iii. Overall eradication of poverty, unemployment and inequality.

PROGRAMME & SUB PROGRAMME PLANS

1.5 OFFICE OF THE CEO

1.5.1. PURPOSE

The core purpose of the division is as follows:

- i. Ensure that the organisation complies with all statutory and legislative requirements in the delivery of the organisation's mandate
- ii. Ensure an effective administrative, secretarial and advisory services to the Board such that the Board's activities are carried out in line with the PFMA requirements and the Code of Good Practice.
- iii. Assist the entity accomplish its objectives by bringing a disciplined approach to evaluate and improve the effectiveness of internal controls and governance processes.

“
We instil a culture of a learning and high performance organisation by providing strategic guidance and support to various Divisions, Departments and Leadership.

1.5.2. BUSINESS MODEL

The Office of the CEO instils a culture of a learning and high performance organisation by providing strategic guidance and support to various Divisions, Departments and Leadership of the organisation.

1.5.3. VALUE PROPOSITION

The Office of the CEO provides best practice support to the organisation in the areas of:

- i. Operational Excellence;
- ii. Legislative Compliance and Governance; and
- iii. Stakeholder Management.

1.5.4. ANNUAL TARGETS

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Compliance with all statutory and legislative prescripts	Compilation of MEGA's Legislative Universe	% compliance with the MEGA Legislative Universe ⁴	New Indicator	New Indicator	100%	100%	100%	100%	100%
Improvement in the effectiveness of internal control and governance	Systems and Processes	Level of implementation of three (3) year Internal Audit Plan	100%	90%	70%	100%	100%	100%	100%

1.5.5. QUARTERLY TARGETS

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Compliance with all statutory and legislative prescripts	Compilation of MEGA's Legislative Universe	% compliance with the MEGA Legislative Universe ⁴	Quarterly	100%	100%	100%	100%	100%
Improvement in the effectiveness of internal control and governance	Systems and Processes	Level of implementation of three (3) year Internal Audit Plan	Quarterly	100%	25%	50%	75%	100%

⁴ The Legislative Universe would include the PFMA, MEGA Act and other legislation which regulates the operations of MEGA

1.5.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF

EXPENDITURE ESTIMATES:

Sub Programme	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Administration	7 518	8 905	5 878	1 674	4 826	5 044	5 271
Company Secretariat & Legal	9 463	11 308	8 025	6 821	8 952	9 355	9 776
Internal Audit	5 348	4 225	2 893	7 879	6 621	6 919	7 230
Enterprise-wide Risk Management	-	-	-	4	1 067	1 116	1 166
TOTAL	22 329	24 438	16 797	16 378	21 466	22 432	23 442
ECONOMIC CLASSIFICATION:							
Current Payments	22 329	24 438	16 797	16 378	21 466	22 432	23 442
Compensation of employees	8 839	9 541	9 026	7 965	11 278	11 786	12 316
Goods and services							
of which:							
Accommodation and travelling	1 439	1 446	293	57	374	391	408
Audit fees	3 045	2 020	619	3 687	2 132	2 228	2 328
Board fees	1 415	1 265	1 933	1 065	1 119	1 170	1 222
Catering / conferences	150	139	91	44	159	166	173
Corporate gifts and donations	604	64	5	-	-	-	-
Legal fees	6 392	7 902	4 720	3 267	5 200	5 434	5 678
Professional fees	419	2 009	-	-	-	-	-
Risk Management - assessments / workshops	-	-	-	-	549	573	599
Subscriptions and licences	26	52	110	117	439	459	480
Training	-	-	-	177	217	227	237
TOTAL	22 329	24 438	16 797	16 378	21 466	22 432	23 442

1.6 CORPORATE SERVICES

1.6.1. PURPOSE

The Corporate Services division exists to render a comprehensive integrated human capital management and administration function, integrated Information and communication services to enable the organization to deliver on its mandate as enshrined in the Corporate Strategy. The division seeks to:

- i. Promote sound employee relations and labour stability.
- ii. Promote and practice effective recruitment and retention practices.
- iii. Encourage a culture of excellence and high work ethic.
- iv. Promote a safe and healthy working environment for all employees.
- v. Constantly develop individual employees through training interventions.
- vi. Provide an inclusive integrated and interoperable business systems processes that enables the execution of the corporate strategy.

1.6.2. BUSINESS MODEL

Improve the organisational capabilities through rendering a comprehensive integrated human capital management and integrated information management to enable the organisation to deliver on its mandate.

Assist the entity accomplish its objectives by bringing a disciplined approach to evaluate and improve the effectiveness of risk management.

1.6.3. VALUE PROPOSITION

The division seeks to:-

- i. Deliver a world class human capital management service through strategic partnerships with our stakeholders.
- ii. We provide a world class integrated communications technology that supports the achievement of the MEGA strategic and operational objectives.
- iii. Assist in determining the best way to deliver important corporate messages, news and events to shareholder and business community.

“

We exist to render a comprehensive integrated human capital management and administration.

1.6.4. ANNUAL TARGETS

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Capacitated organisation	Placement and recruitment processes approved by the Board	% Placement of employees on the approved structure	New Indicator	New Indicator	New Indicator	45%	100%	100%	100%
Improved organizational culture	Conduct organisational survey	% achieved on Employee Satisfaction	New Indicator	58%	65%	69%	80%	85%	90%
Enhanced all-inclusive and integrated information management system	Implement an ICT Infrastructure	% Implementation of IT Infrastructure	New Indicator	5%	10%	25%	100%	100%	100%
Improved risk maturity level	Implement Risk Maturity Implementation Plan	% improvement on organisational risk maturity level	New Indicator	11.3%	4.8%	20%	25%	35%	50%

1.6.5. QUARTERLY TARGETS

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Capacitated organisation	Placement and recruitment processes approved by the Board	% Placement of employees on the approved structure	Quarterly	100%	0	40%	70%	100%
Improved organizational culture	Conduct organisational survey	% achieved on Employee Satisfaction	Quarterly	0	0	0	0	0
Enhanced all-inclusive and integrated information management system	Implement an ICT Infrastructure	% Implementation of IT Infrastructure	Quarterly	100%	0%	30%	60%	100%
Improved risk maturity level	Implement Risk Maturity Implementation Plan	% improvement on organisational risk maturity level	Annually	25%	0%	0	0	25%

STRATEGIC GOAL 7: IMPROVED CORPORATE IMAGE OF MEGA

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Increased MEGA Brand and Reputation	Implement Marketing and Communications Strategy	Number of external Newsletters	New Indicator	New Indicator	New Indicator	3	4	4	4
		Number of internal Newsletter	New Indicator	New Indicator	New Indicator	12	12	12	12
		Number of Marketing Campaigns conducted	New Indicator	New Indicator	New Indicator	1	1	1	1
	Organisational survey conducted	% achieved on MEGA Brand and Reputation	New Indicator	0%	50%	60%	70%	80%	
	Organisational survey conducted	Rating achieved on customer satisfaction survey	New Indicator	68%	61%	70%	0 ⁵	90%	0%

STRATEGIC GOAL 7: IMPROVED CORPORATE IMAGE OF MEGA

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Increased MEGA Brand and Reputation	Implement Marketing and Communications Strategy	Number of external Newsletters	Quarterly	4	1	1	1	1
		Number of internal Newsletter	Quarterly	12	3	3	3	3
		Number of Marketing Campaigns conducted	Quarterly	1	0	0	1	0
	Organisational survey conducted	% achieved on MEGA Brand and Reputation	Annually	60%	60%	0	0	0
	Organisational survey conducted	Rating achieved on customer satisfaction survey	Annually	0	0	0	0	0

⁵ Implement recommendations emanating from previous surveys.

1.6.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF

EXPENDITURE ESTIMATES:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Administration	7 113	8 666	7 105	8 879	11 085	11 583	12 105
Human Resources	14 319	13 764	11 923	12 118	14 066	14 699	15 361
Information Communication Technology	7 604	7 794	5 095	4 880	8 147	8 514	8 897
Marketing & Communications	-	-	-	1 031	3 063	3 201	3 345
Enterprise-wide Risk Management	118	238	284	-	-	-	-
TOTAL	29 154	30 463	24 406	26 907	36 361	37 997	39 707
ECONOMIC CLASSIFICATION:							
Current Payments	27 828	29 485	24 336	26 370	35 057	36 634	38 283
Compensation of employees	16 433	18 580	16 050	19 836	22 979	24 013	25 094
Goods and services							
of which:							
Accommodation and travelling	325	332	188	37	39	40	42
Advertising / marketing	-	-	-	-	761	795	831
Assessments and workshops	8	215	-	-	-	-	-
Catering / conferences	201	73	72	34	35	37	38
Consumables / groceries	163	82	105	43	44	46	49
Depreciation	-	-	-	-	-	-	-
Employee cost - other	319	264	255	930	1 113	1 163	1 216
Human Resources Development	726	1 048	357	740	1 502	1 569	1 640
IT services	1 247	138	269	105	110	115	120
IT services - network and 3G's	1 363	1 925	2 083	1 890	3 590	3 752	3 920
IT strategy	-	-	-	-	-	-	-
Marketing and communications	-	-	-	122	1 278	1 336	1 396
Office removal	549	38	130	-	-	-	-
Operating leases - equipment	264	563	348	227	313	327	342
Organisational Realignment (OD)	3 202	1 159	188	-	-	-	-

1.6.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF (*Continued*)

ECONOMIC CLASSIFICATION:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Postage and registration	93	36	27	13	14	15	15
Professional fees	811	1 676	71	-	278	291	304
Protective clothing	-	73	1	97	101	106	110
Recruitment (Incl. Advertising)	85	891	403	154	161	168	175
Relocation costs	28	87	74	84	522	545	570
Stationery and printing	455	452	481	12	13	13	14
Storage cost	140	252	356	346	361	377	394
Subscriptions and licences	99	136	298	673	703	735	768
UIF - Labour activation fee paid	-	-	1 293	-	-	-	-
Team building and workshops	5	-	-	-	65	68	71
Telephone / communication	1 311	1 462	1 288	1 028	1 075	1 123	1 174
Water and electricity	-	-	-	-	-	-	-
Payments for capital assets	1 326	978	70	538	1 304	1 363	1 424
IT equipment	1 154	611	70	538	1 304	1 363	1 424
Intangible assets - software	172	367	-	-	-	-	-
TOTAL	29 154	30 463	24 406	26 907	36 361	37 997	39 707

1.7 FINANCE

1.7.1. PURPOSE

The division provides fiscal leadership, safeguarding of assets, ensuring compliance to laws and regulations and providing timely delivery of services to internal and external stakeholders and customers.

1.7.2. BUSINESS MODEL

The division provides relevant/ intelligent financial analyses, interpretation and advice by:

- i. Focusing on outputs, therefore the internal and external customer.
- i. Having the necessary technical awareness (competence).
- i. Ensuring financial sustainability and collecting what is due to the Entity.
- i. Balancing governance with service delivery.
- i. Ensuring that the financial and accounting systems have absolute integrity.

1.7.3. VALUE PROPOSITION

The division is a support function that provides relevant information for strategic decision-making.

“

Our division is a support function that provides relevant information for strategic decision-making.

1.7.4. ANNUAL TARGETS

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
To enhance governance and operational excellence	Implementation of Audit Remedial Action Plans	Improved audit opinion expressed by Auditor-General	New Indicator	Qualified	Qualified	Qualified	Unqualified	Unqualified	Unqualified

1.7.5. QUARTERLY TARGETS

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
To enhance governance and operational excellence	Implementation of Audit Remedial Action Plans	Improved audit opinion expressed by Auditor-General	Annually	Unqualified	0	Unqualified	0	0

1.7.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF

EXPENDITURE ESTIMATES:

Sub Programme	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Finance	56 012	45 916	51 057	65 323	49 501	51 728	54 056
TOTAL	56 012	45 916	51 057	65 323	49 501	51 728	54 056
ECONOMIC CLASSIFICATION:							
Current Payments	27 285	34 387	27 809	25 768	30 511	31 884	33 319
Compensation of employees	15 660	20 463	18 863	18 996	23 136	24 177	25 265
Goods and services							
of which:							
Accommodation and travelling	291	273	189	53	55	57	60
Advertising	269	93	19	-	-	-	-
Apportionment expense	-	-	-	-	-	-	-
Audit fees	4 042	3 742	4 476	4 842	5 359	5 600	5 852
Bad debts	-	-	-	-	-	-	-
Bank charges and interest	255	405	218	172	180	188	196
Catering / conferences	10	12	6	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Loss on sale/scrap of assets	-	-	-	-	-	-	-
Professional fees	6 686	9 141	3 811	1 635	1 709	1 786	1 866
Subscriptions and licences	73	260	227	70	73	76	80
Financial obligations	16 411	10 693	23 124	39 356	18 990	19 844	20 737
DBSA loan repayments							
Accruals / Creditors (net movement for the year)	-	-	16 642	25 775	-	-	-
VAT obligations	16 411	10 693	6 481	13 581	18 990	19 844	20 737
Capital assets	12 316	836	124	199	-	-	-
Plant and machinery	11 836	374	44	-	-	-	-
Motor vehicles	-	-	-	-	-	-	-
Office equipment	480	462	81	199	-	-	-
TOTAL	56 012	45 916	51 057	65 323	49 501	51 728	54 056

1.8 TRADE & INVESTMENT

1.8.1. PURPOSE

The Division is responsible for two main functions, namely, Trade & Investment Promotion and Corporate Strategy.

1.8.2. BUSINESS MODEL

Strategically position MEGA's brand visibility locally and internationally, while driving trade and investment promotion to facilitate FDI & LDI to the Province.

1.8.3. VALUE PROPOSITION

The division seeks to:-

- i. Promote the Province as an Investment destination and Foreign Trade and Logistics Hub, within various sectors and numerous industries.
- ii. Provide strategic direction to ensure the achievement of short, medium and long-term strategic goals of the organisation's Corporate Strategy.
- iii. Provide performance information management services and promote organisational performance through a systematic monitoring and evaluation support functions and systems.
- iv. Provide a systematic management of the organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements.

“

Our mandate is aimed at strategically positioning MEGA's brand locally and internationally, while driving trade and investment promotion to facilitate FDI & LDI in the Province

1.8.4. ANNUAL TARGETS

STRATEGIC GOAL 3: INCREASED INVESTMENT ATTRACTED THROUGH TRADE AND INVESTMENT PROMOTION

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Increased investment attracted through trade and investment promotion	Facilitation of FDI / LDI Investment projects in Mpumalanga until implementation	Value (R) of FDI / LDI MEGA facilitated projects implemented during the period	R500m	R150m	R150m	R150m	R400m	R500m	R600m
	Facilitation of new FDI / LDI Investment projects for Mpumalanga	Number of new FDI / LDI projects under facilitation for the period	New Indicator	New Indicator	New Indicator	4	8	10	15
	Undertake Outward Investment Promotion Missions	Number of Outward / inward Investment Recruitment Missions undertaken	New Indicator	New Indicator	New Indicator	4	6	10	15
	Render assistance to potential investors in Mpumalanga	Number of potential Investors engaged	New Indicator	New Indicator	New Indicator	9	20	25	30
	Host a Mpumalanga Investment Conference	Number of Investment Conference hosted	0	0	New Indicator	1	0	1	0

STRATEGIC GOAL 6: ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Compliance with all applicable legislative provisions	Adherence to PFMA provisions relating to performance management and control	% compliance with the Performance Information Management Policy	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
Improved organisational performance	Increased organisational performance	% achieved on MEGA organisational performance	70%	31%	70%	75%	80%	85%	95%
Assessed operational and developmental impact	Undertake independent and systematic evaluations of the entity's performance against its mandate	Number of independent and systematic evaluations of the entity's performance	New Indicator	1	1	1	2	2	2

STRATEGIC GOAL 4: INCREASED ACCESS TO EXPORT TRADE OPPORTUNITIES FOR MPUMALANGA COMPANIES

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance 2020/21	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Increased access to export trade opportunities for Mpumalanga businesses	Provide Foreign Trade counselling and support to exporters / importers	Number of exporters / importers provided with foreign trade counselling and support	New Indicator	New Indicator	New Indicator	50	140	160	180
	Undertake local trade exhibitions	Number of foreign / local trade exhibitions undertaken	New Indicator	New Indicator	New Indicator	4	9	10	15
	Promote and facilitate the use of the EMIA / SSAS export incentives	Number of EMIA / SSAS applications facilitated for Mpumalanga companies	New Indicator	New Indicator	New Indicator	2	10	15	20

1.8.5. QUARTERLY TARGETS

STRATEGIC GOAL 3: INCREASED INVESTMENT ATTRACTED THROUGH TRADE AND INVESTMENT PROMOTION

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Increased investment attracted through trade and investment promotion	Facilitation of FDI / LDI Investment projects in Mpumalanga until implementation	Value (R) of FDI / LDI MEGA facilitated projects implemented during the period	Quarterly	R400m	R50m	R100m	R100m	R150m
	Facilitation of new FDI / LDI Investment projects for Mpumalanga	Number of new FDI / LDI projects under facilitation for the period	Quarterly	8	1	2	2	3
	Undertake Outward Investment Promotion Missions	Number of Outward / inward Investment Recruitment Missions undertaken	Quarterly	6	0	2	2	2
	Render assistance to potential investors in Mpumalanga	Number of potential Investors engaged	Quarterly	20	5	5	5	5
	Host a Mpumalanga Investment Conference	Number of Investment Conference hosted	Annually	1	0	0	1	0

1.8.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF

STRATEGIC GOAL 4: INCREASED ACCESS TO EXPORT TRADE OPPORTUNITIES FOR MPUMALANGA COMPANIES

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Increased access to export trade opportunities for Mpumalanga businesses	Provide Foreign Trade counselling and support to exporters / importers	Number of exporters / importers provided with foreign trade counselling and support	Quarterly	140	10	40	40	50
	Undertake local trade exhibitions	Number of foreign / local trade exhibitions undertaken	Quarterly	9	0	3	3	3
	Promote and facilitate the use of the EMIA / SSAS export incentives	Number of EMIA / SSAS applications facilitated for Mpumalanga companies	Quarterly	10	0	3	3	4

STRATEGIC GOAL 6: INCREASED ENHANCED ORGANISATIONAL SUSTAINABILITY

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Compliance with all applicable legislative provisions	Adherence to PFMA provisions relating to performance management and control	% compliance with the Performance Information Management Policy	Quarterly	100%	100%	100%	100%	100%
Improved organisational performance	Increased organisational performance	% achieved on MEGA organisational performance	Annually	80%	50%	60%	70%	80%
Assessed operational and developmental impact	Undertake independent and systematic evaluations of the entity's performance against its mandate	Number of independent and systematic evaluations of the entity's performance	Annually	2	2	0	0	0

EXPENDITURE ESTIMATES:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Trade & Investment Promotions	13 478	8 544	8 272	7 414	8 324	8 698	9 089
Corporate Strategy	2 415	2 533	2 736	2 236	6 049	6 321	6 605
Marketing & Communications	6 127	6 458	2 767	-	-	-	-
TOTAL	22 020	17 536	13 775	9 650	14 372	15 019	15 695
ECONOMIC CLASSIFICATION:							
Current payments	22 020	17 536	13 775	9 650	14 372	15 019	15 695
Compensation of employees	9 050	9 858	10 203	7 685	10 063	10 515	10 989
Goods and services							
of which:							
Accommodation and travelling	597	465	365	69	73	76	79
Advertising / marketing	1 715	2 219	344	-	-	-	-
Briefing sessions / workshops	211	-	97	-	91	95	99
Catering / conferences	26	16	12	-	-	-	-
Corporate gifts	2	5	-	-	-	-	-
Customer surveys & operational excellence	220	73	486	470	491	513	536
Daily allowances - international	200	138	(6)	-	219	229	239
Foreign and outward exhibitions / missions	2 237	1 002	858	550	375	392	410
Host investor conference	2 755	-	-	-	-	-	-
Inward and local investment seminars and missions	493	618	192	74	475	496	519
Professional fees	3 546	2 097	2	-	1 750	1 829	1 911
Statutory reports compilation	303	684	1 119	674	705	736	769
Strategic workshops	565	294	46	-	-	-	-
Subscriptions and licences	100	69	58	127	132	138	145
TOTAL	22 020	17 536	13 775	9 650	14 372	15 019	15 695

1.9 PROPERTIES & INFRASTRUCTURE

1.9.1. PURPOSE

The core purpose of the division is to utilise the MEGA/Provincial property portfolio and infrastructure assets to advance growth and economic development within the Mpumalanga Province.

The Division is responsible for three main functions, namely, property development, property management and infrastructure development.

1.9.2. BUSINESS MODEL

Exploit the opportunities presented by the property portfolio and develop growth-enhancing infrastructure to facilitate/support economic development within the province.

1.9.3. VALUE PROPOSITION

We promise the delivery of world class property/infrastructure services by leveraging on the existing relationships (access and partnerships) with the various public and private sector institutions.

“
We utilise the MEGA/Provincial property portfolio and infrastructure assets to advance growth and economic development within the Mpumalanga Province.

1.9.4. ANNUAL TARGETS

STRATEGIC GOAL 2: INCREASED ATTRACTION AND IMPLEMENTATION OF SUITABLE INVESTORS TO THE PROVINCE BASED ON AN ATTRACTIVE VALUE PROPOSITION AND ATTRACTIVE INVESTMENT OPPORTUNITIES

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Increased investment attracted into the property portfolio	Secure funds for the revitalisation of industrial parks	Value of revitalisation funds approved by government and / or development finance institutions	New Indicator	New Indicator	New Indicator	R50m	R150m	R250m	R350m
	Complete the revitalisation and / or construction of the seven identified development opportunities	Completed milestones towards the revitalisation and / or construction of the seven identified development opportunities	New Indicator	New Indicator	New Indicator	SDPs' investment proposals	SDPs' investment approved	Monitor progress	Monitor progress
Completed and functional Mpumalanga International Fresh Produce Market	Operationalisation of the Mpumalanga International Fresh Produce Market	Completed milestones towards the operationalisation of the Mpumalanga International Fresh Produce Market	New Indicator	New Indicator	Completed enabling infrastructure	100% completion of Phase 1 ¹²	Appointment of the Market Operator	Completed Operationalisation Plan	Functional Market
Completed and functional Nkomazi Special Economic Zone	Ensure a functional Nkomazi Special Economic Zone	Number of Plans submitted to the dtic in line with regulatory requirements ¹³	New Indicator	New Indicator	SEZ Designation	Establishment of the Nkomazi SEZ entity ¹⁴	Business Plan and Strategic Plan submitted to the dtic	0	0

STRATEGIC GOAL 5: PROGRESSIVELY INCREASE OWN REVENUE GENERATION AND COLLECTION TO ACHIEVE FINANCIAL SUSTAINABILITY

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Progressively increase own revenue generation and collection to achieve financial sustainability	Billed revenue from the property portfolio (rental and municipal)	Value of annual rental revenue generated from the property portfolio	New Indicator	New Indicator	R40m	R45m	R120m	R130m	R140m
	Increase investment attracted to Property Portfolio	Number of investors attracted to MEGA Properties	New Indicator	New Indicator	New Indicator	New Indicator	40	50	60
	Increase occupation of the Property Portfolio	% achieved in occupancy rate of the property portfolio	New Indicator	New Indicator	65%	55%	60%	70%	80%

¹² Construction of the Agro Processing building (measured quarterly in terms of % progress).

¹³ Business Plan and Strategic Plan (regulated requirement).

¹⁴ Fill at least 75% of the critical positions (measured quarterly in terms of % progress).

1.9.5. QUARTERLY TARGETS

STRATEGIC GOAL 2: INCREASED ATTRACTION AND IMPLEMENTATION OF SUITABLE INVESTORS TO THE PROVINCE BASED ON AN ATTRACTIVE VALUE PROPOSITION AND ATTRACTIVE INVESTMENT OPPORTUNITIES

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets				
					1 st	2 nd	3 rd	4 th	
Increased investment attracted into the property portfolio	Secure funds for the revitalisation of industrial parks	Value of revitalization funds approved by government and / or development finance institutions	Quarterly	R150m	R0m	R150m	R0m	R0m	
	Complete the revitalisation and / or construction of the seven identified development opportunities	Completed milestones towards the revitalisation and / or construction of the seven identified development opportunities	Annually	SDPs' investment approved	0	SDPs' investment approved	0	0	
Completed and functional Mpumalanga International Fresh Produce Market	Operationalisation of the Mpumalanga International Fresh Produce Market	Completed milestones towards the operationalisation of the Mpumalanga International Fresh Produce Market	Annually	Appointment of the Market Operator	0	0	0	Appointment of the Market Operator	
Completed and functional Nkomazi Special Economic Zone	Ensure a functional Nkomazi Special Economic Zone	Number of Plans submitted to the dtic in line with regulatory requirements ¹⁵	Annually	Business Plan and Strategic Plan submitted to the dtic	0	0	2	Business Plan and Strategic Plan submitted to the dtic	

STRATEGIC GOAL 5: PROGRESSIVELY INCREASE OWN REVENUE GENERATION AND COLLECTION TO ACHIEVE FINANCIAL SUSTAINABILITY

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets				
					1 st	2 nd	3 rd	4 th	
Progressively increase own revenue generation and collection to achieve financial sustainability	Billed revenue from the property portfolio (rental and municipal)	Value of annual rental revenue generated from the property portfolio	Quarterly	R120m	R30m	R30m	R30m	R30m	
	Increase investment attracted to Property Portfolio	Number of investors attracted to MEGA Properties	Quarterly	65%	52%	55%	60%	65%	
	Increase occupation of the Property Portfolio	% achieved in occupancy rate of the property portfolio	Quarterly	40	10	10	10	10	

¹⁵ Business Plan and Strategic Plan (regulated requirement)

1.9.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF

EXPENDITURE ESTIMATES:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Properties & Infrastructure	192 563	141 661	161 091	198 028	290 330	200 341	209 356
TOTAL	192 563	141 661	161 091	198 028	290 330	200 341	209 356
ECONOMIC CLASSIFICATION:							
Current payments	133 595	134 491	158 277	174 636	191 714	200 341	209 356
Compensation of employees	14 231	14 447	18 805	16 295	19 678	20 564	21 489
Goods and services							
of which:							
Accommodation and travelling	445	291	100	261	273	285	298
Advertising	-	-	-	-	-	-	-
Bad debts	-	-	-	-	-	-	-
Bulk services - electricity and water	63 361	63 138	86 767	99 269	110 140	115 096	120 275
Catering / conferencing	143	26	12	19	20	21	22
Cleaning services	294	195	278	184	192	201	210
Depreciation	-	-	-	-	-	-	-
Insurance fees	6 824	8 125	8 549	9 084	10 125	10 581	11 057
Maintenance and repairs	4 345	2 793	908	719	948	991	1 036
Operating leases - building	7 806	9 329	10 694	9 719	8 964	9 367	9 788
Other expenses	21	5	3	-	-	-	-
Professional fees	8 740	5 689	(743)	-	-	-	-
Protective clothing	20	98	-	-	-	-	-
Security services	13 940	16 322	19 972	25 566	26 716	27 918	29 175
Specialised services - electrical, landfill and water waste	4 388	4 906	4 370	4 810	5 557	5 807	6 068
Storage expenses							
Subscriptions and licenses	61	481	28	37	39	40	42
Vehicle cost	126	206	78	52	54	56	59
Water and electricity	8 849	8 441	8 455	8 621	9 009	9 414	9 838

1.10 FUNDING

EXPENDITURE ESTIMATES:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
ECONOMIC CLASSIFICATION:							
Financial obligations:	-	-	-	-	98 616	-	-
City of Tshwane Debt	-	-	-	-	98 616	-	-
Payments for capital assets:	7 755	5 440	381	10 287	-	-	-
Bulk infrastructure - transformer / electric network	-	-	-	10 287	-	-	-
Property - renovations	7 755	5 440	381	-	-	-	-
Strategic Initiatives:	51 212	1 729	2 433	13 104	-	-	-
Nkomazi Special Economic Zone (SEZ)	8 447	1 729	2 226	-	-	-	-
Establishment of Provincial Infrastructure Fund	-	-	-	-	-	-	-
Establishment of Infrastructure Unit	-	-	-	-	-	-	-
Government Nutrition Programme - Infrastructure	36 972	-	-	-	-	-	-
Township Retail Warehouse	5 793	-	207	-	-	-	-
MIFPM - Repayment to fund	-	-	-	13 104	-	-	-
TOTAL	192 563	141 661	161 091	198 028	290 330	200 341	209 356

1.10.1. PURPOSE

The Division is responsible for the following main functions, namely, provision of finance and non-financial support to SMMEs, Cooperatives, Housing, Agricultural Enterprises, Equity investments, Project Management and administration of Regional Networks.

The core purpose of the division is:-

- i. Provision of access to affordable housing and facilitating home ownership through financing of qualifying Mpumalanga citizens who are unable to obtain finance through the mainstream commercial system.
- ii. Promoting and facilitating growth and development by providing financial support to Small, Medium and Micro Enterprises (SMMEs), Agricultural enterprises and Co-operatives in all prioritized sectors of the economy.
- iii. Provision of non-financial support through training, capacity-building, mentorship, counselling, market facilitation and linkages.

1.10.2. BUSINESS MODEL

Stimulate sustainable economic growth through SMME development (including emerging farmers) and financing Home loans in Mpumalanga Province.

1.10.3. VALUE PROPOSITION

Creation of wealth for families and individuals through provision of finance and non-financial support for Business start-up and expansion capital, emerging farmers, equity investments and home buyers.

“

We stimulate sustainable economic growth through SMME development (including emerging farmers) and financing Home loans in Mpumalanga Province.

1.10.4. ANNUAL TARGETS

STRATEGIC GOAL 1: INCREASED PARTICIPATION IN THE ECONOMY BY ENTREPRENEURS AND COMPANIES WITHIN THE DESIGNATED GROUPS

Outcome	Output	Output Indicators	Audited / Actual Performance			Estimated Performance	Medium-term Performance Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Increased access to funding for businesses	Approved business loans	Value of business loans approved	R8.5m	R5.3m	R27.6m	R2m	R2m ¹⁶	R5m	R8m
	Disbursed business loans	Value of business loans disbursed	R25.5m	R7.3m	R16.8m	R8m	R10.6m	R5m	R8m
Increased access to funding for housing clients	Approved housing loans	Value of housing loans approved	R7.8m	R2.6m	R0m	R1.5m	R1m	R5m	R8m
	Disbursed housing loans	Value of housing loans disbursed	R9m	R1.1m	R1.7m	R2m	R2.7m	R5m	R8m
Improved sustainability of businesses	Post investment monitoring and support provided	Number of businesses monitored and supported	New Indicator	New Indicator	New Indicator	120	150	150	150
Improved quality of life through home ownership	Post investment monitoring and support provided	Number of housing clients monitored and supported	New Indicator	New Indicator	New Indicator	100	420	280	50
Improved sustainability of equity investments	Perform oversight on equity investments	Number of equity investment monitoring reports	New Indicator	New Indicator	New Indicator	4	4	4	4

1.10.5. QUARTERLY TARGETS

STRATEGIC GOAL 1: INCREASED PARTICIPATION IN THE ECONOMY BY ENTREPRENEURS AND COMPANIES WITHIN THE DESIGNATED GROUPS

Outcome	Output	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
Increased access to funding for businesses	Approved business loans	Value of business loans approved	Quarterly	R2m	R500k	R500k	R500k	R500k
	Disbursed business loans	Value of business loans disbursed	Quarterly	R10.6m	R7.6m	R1m	R1m	R1m
Increased access to funding for housing clients	Approved housing loans	Value of housing loans approved	Quarterly	R1m	R0m	R500k	R500k	R0m
	Disbursed housing loans	Value of housing loans disbursed	Quarterly	R2.7m	R0m	R1m	R1m	R700k
Improved sustainability of businesses	Post investment monitoring and support provided	Number of businesses monitored and supported	Quarterly	150	40	40	40	30
Improved quality of life through home ownership	Post investment monitoring and support provided	Number of housing clients monitored and supported	Quarterly	420	100	110	110	100
Improved sustainability of equity investments	Perform oversight on equity investments	Number of equity investment monitoring reports	Quarterly	4	1	1	1	1

¹⁶ Projection based on grant funding plus revenue collected

1.9.6. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET & MTEF

EXPENDITURE ESTIMATES:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Equity Investments	28 509	16 250	29 913	40 595	41 007	41 861	43 745
Funding	168 039	149 429	81 521	49 559	51 106	47 980	50 139
TOTAL	196 549	165 679	111 434	90 154	92 113	89 841	93 884
ECONOMIC CLASSIFICATION:							
Current payments	62 466	57 310	69 392	79 437	83 921	86 706	90 608
Compensation of employees	45 588	48 219	44 937	51 838	52 912	55 293	57 781
Goods and services							
of which:							
Accommodation and travelling	129	40	10	15	8	8	9
Advertising	(0)	-	-	-	-	-	-
Bad debts	-	-	-	-	-	-	-
Catering / refreshments	33	29	7	4	4	4	4
Cleaning cost	96	67	2	17	17	18	19
Consumables / groceries	15	5	5	0	1	1	1
Cost of sales - lemons	1 448	14	4 302	2 782	2 820	2 947	3 080
Cost of sales - wine	11	10	4	-	-	-	-
Depreciation	-	-	-	-	-	-	-
EPWP	912	784	898	1 200	1 200	1 254	1 310
Farm purchases	1 984	3 487	1 776	10 153	12 618	13 186	13 779
Fees paid - commission, taxes and levies	110	24	58	2	3	3	3
Interest paid	-	-	391	271	283	-	-
Maintenance and repairs	374	98	106	13	14	14	15
Management fees	-	-	-	-	584	610	638
Other expenditure	-	2	18	-	-	-	-
Packaging cost	2 435	507	11 797	5 315	7 500	7 838	8 190
Professional fees	6 018	196	1 309	777	-	-	-
Protective clothing	63	60	28	0	0	0	0
Rent - building	88	118	66	-	-	-	-

EXPENDITURE ESTIMATES:

Sub Programme R Thousand	Expenditure Outcome			Adjusted Appropriation	Medium-term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Rental - equipment	39	791	396	685	540	564	590
Security services	1 045	1 019	1 107	1 838	1 921	2 007	2 098
Shareholders contribution	-	-	-	2 325	665	-	-
Subscriptions and licences	35	35	45	36	37	39	41
Vehicle cost	146	55	45	8	540	564	590
Water and electricity	1 901	1 751	2 052	2 157	2 254	2 355	2 461
Workshops	-	-	33	-	-	-	-
Financial obligations:	9 389	2 606	6 871	-	2 500	-	-
DBSA loan repayments	9 389	2 606	6 871	-	-	-	-
Accruals	-	-	-	-	2 500	-	-
Capital assets:	-	-	-	-	-	-	-
Motor vehicles							
Plant and machinery							
Loan Advances:	45 380	8 198	18 023	4 968	3 000	3 135	3 276
Home loans	8 701	1 076	1 655	348	1 500	1 568	1 638
SMME and Co-Ops	27 280	7 122	16 368	4 620	1 500	1 568	1 638
Agricultural loans	9 399	-	-	-	-	-	-
Strategic Initiatives:	79 314	97 565	17 148	5 749	2 692	-	-
Donkerhoek Bottling Plant	327	315	360	349	2 692	-	-
Economic rejuvenation fund	5 216	20 000	-	-	-	-	-
Establishment of a Creative Industry Commission	-	2 228	-	-	-	-	-
Government Nutrition Programme	73 219	72 695	14 751	-	-	-	-
SABS product certification programme	-	-	2 037	5 400	-	-	-
Sanitary towel Programme	-	-	-	-	-	-	-
SMME kick start programme	-	2 259	-	-	-	-	-
Township Revitalisation Initiative	496	-	-	-	-	-	-
Tyre business Programme	56	68	-	-	-	-	-
Mining incubation	-	-	-	-	-	-	-
Township Recapitalisation	-	-	-	-	-	-	-
TOTAL	196 549	165 679	111 434	90 154	92 113	89 841	93 884

2.

UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

2.1. UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

No.	Outcome	Key Risks	Risk Mitigation
1.	Compliance with all statutory and legislative compliance	Non-compliance to good corporate governance, legislation and organizational policies	<ul style="list-style-type: none"> Monitor compliance. Regular training throughout the organization
2.	Improved organisational performance	Inaccurate performance information reported by divisions	<ul style="list-style-type: none"> Inspection of Portfolio of Evidence (POE) submitted to ensure that reported performance is backed by valid and accurate evidence. Perform an independent evaluation to determine operational and developmental impact
		Loss of information due to poor record keeping and inadequate Disaster Recovery Plan	Work with records management to ensure proper record keeping and identify alternative backups to store information
3.	Improvement in the effectiveness of internal control and governance	Loss of information due to poor record keeping and inadequate Disaster Recovery Plan Slow implementation of AG, AC and IA recommendations	Work with records management to ensure proper record keeping and identify alternative backups to store information <ul style="list-style-type: none"> Consequence management Escalating to the CEO Follow-up reviews Capacity building Review of policies
4.	Improved risk maturity level	Weak culture of risk management	Implement risk management strategies Include identified risks in performance agreements
5.	Capacitated organisation	High Vacancy rate Inadequate skilled staff	Improve staff morale Train staff and encourage them to study
6.	Improved organizational culture	Weak organizational culture	<ul style="list-style-type: none"> Implement human resource strategies and policies Workshop employees on policies Strengthen internal communication Strengthen team-work
7.	Enhanced all-inclusive and integrated information management system	Unintegrated ICT systems	<ul style="list-style-type: none"> Implement ICT strategy and policy Integrate Loans Management System with Records Management System as well as Finance systems Integrate all HR systems and Property Management Systems with Finance Systems
8.	Improved audit outcome	Audit regression	<ul style="list-style-type: none"> Implement Audit Remedial Action Plans for both internal and external audits Ensure completeness of assets Ensure reliability and correctness of AFS Ensure reliability and accuracy of performance information
9.	Increased investment attracted through trade and investment promotion	Low appetite for investments due to the global economic downturn and national policy changes	Trade and Investment promotion directed at fast growing BRIC markets – Increased Trade and Investment missions to targeted markets.
10.	Increased access to export trade opportunities for MP companies	Lack of BEE exporting manufacturers - Lack of adequate support and funding for SMME manufacturers	Provincial implementation of the National Exporter Development Program (NEDP)
11.	Increased MEGA Brand and Reputation	Damage to the reputation of the organisation	Implement a proactive brand development and stakeholder engagement strategy based on a compelling service offering and market positioning
12.	Completed and functional Mpumalanga International Fresh Produce Market	Failure to attract, develop and retain quality human resources required to meet prescribed mandate	Work with shareholder to develop and agree on a sustainable funding model that includes the utilisation of partnership funds to advance mandate objectives

No.	Outcome	Key Risks	Risk Mitigation
13.	Completed and functional Nkomazi Special Economic Zone	Failure to attract, develop and retain quality human resources required to meet prescribed mandate	Work with shareholder to develop and agree on a sustainable funding model that includes the utilisation of partnership funds to advance mandate objectives
14.	Increased investment attracted into the property portfolio	Lack of funds to invest in the property portfolio	Appointment of strategic development partners and sourcing of funds from financial institutions and DFIs
15.	Maximise the revenue generation potential of the property portfolio	Decrease in occupancy rate	Maintenance of the properties and embark of a marketing drive
16.	Increase funding to SMMEs and Cooperatives	Insufficient budget allocation to fund high capital business deals like broiler contract grower businesses with high success rate	Adopt an aggressive approach in our loan recovery strategy i.e. black-listing bad payers at Credit Bureau. Enter into agreements with other DFIs i.e. MoU on the co-funding of highly capitalized business deals
17.	Increased access to funding for housing clients	Insufficient budget allocation to fund housing clients whose loans are above the housing gap market	Adopt an aggressive approach in our loan recovery strategy i.e. black-listing bad payers at Credit Bureau. Enter into agreements with other DFIs i.e. MoU on the co-funding
18.	Improved sustainability of businesses	Poor loan recovery due to failure of start-up businesses	Training of the beneficiaries. Provision of post funding support compliant to the BSM. Allocate a significant portion of the divisional budget to business deals with high success rate
19.	Improved quality of life through home ownership	Poor loan recovery due clients defaulting	Institute debit orders, stop orders and payroll deductions
20.	Improved sustainability of equity investments	Non-performing equities	<ul style="list-style-type: none"> Monitor performance of the investment equities Develop turn-around strategies on poor performing subsidiaries

3.

PUBLIC ENTITIES

3.1. UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

No.	Name of Public Entity	Mandate	Key Outputs	Current Annual Budget (R Thousands)
1.	N/A	N/A	N/A	N/A

4.

INFRASTRUCTURE PROJECTS

4.1. INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Year Expenditure
1.	Mpumalanga International Fresh Produce Market (MIFPM)	Properties & Infrastructure	Completion and operationalisation of the MIFPM	<ul style="list-style-type: none"> • Installation of bulk infrastructure • Construction of the MIFPM top structures • Raise funds from private sector for additional capital • Appointment of the Operator 	2016	2023	R 1 128 927 000	R 207 183 000
2.	Nkomazi SEZ	Properties & Infrastructure	Establishment of the Nkomazi SEZ Entity	<ul style="list-style-type: none"> • Designation of the Nkomazi SEZ • Appointment of the PMU 	2014	2020	R 45 000 000	R 35 000 000
3.	MEGA's Existing Property Portfolio	Properties & Infrastructure	Upgrade/ refurbishment of the existing Property Portfolio	<ul style="list-style-type: none"> • Secure Strategic Development Partners • Secure Funding • Upgrade/ refurbish the existing Property Portfolio • Construction on identified development sites 	2020	2023	R 1 850 000 000	R 50 000 000

5.

PUBLIC PRIVATE PARTNERSHIP

5.1. INFRASTRUCTURE PROJECTS

No.	PPP Name	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
1.	N/A	N/A	N/A	N/A	N/A

PART D

TECHNICAL DESCRIPTOR INDICATORS

6.1. TECHNICAL DESCRIPTOR INDICATORS

FUNDING

Strategic Goal 1: Increased participation in the economy by entrepreneurs and companies within the designated groups

Indicator title	Value of business loans approved
Short definition	It is the value of loans approved in favor of SMMEs, Agricultural Businesses, Cooperatives
Purpose definition	To measure value of financial support provided to SMMEs, Agricultural Businesses, Cooperatives
Source/collection of data	Information is derived from signed minutes and/or resolutions extracts
Method of calculation	A tally of the value of loans approved as shown on the minutes and/or resolutions
Data limitations	Signed minutes might not be immediately available, as they are normally approved in the next sitting
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in value to meet the target set in respect of loans approval
Indicator responsibility	General Manager: Funding

Indicator title	Value of housing loans approved
Short definition	It is the value of loans approved in favor of housing clients
Purpose definition	To measure value of financial support provided to Housing clients
Source/collection of data	Information is derived from signed minutes and/or resolutions extracts
Method of calculation	A tally of the value of loans approved as shown on the minutes and/or resolutions
Data limitations	Signed minutes might not be immediately available, as they are normally approved in the next sitting
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in value to meet the target set in respect of loans approval
Indicator responsibility	General Manager: Funding

Indicator title	Value of business loans disbursed
Short definition	It is the value of loans disbursed to SMMEs, Agricultural Businesses, Cooperatives
Purpose definition	To measure extent of loans disbursed to SMMEs, Agricultural Businesses, Cooperatives
Source/collection of data	Information is derived from loan statement of accounts archived at the head office or printed from MEGA's financial system
Method of calculation	A tally of the loans disbursed
Data limitations	A loan agreement which could not be implemented due to unforeseen and unpreventable circumstances
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase in the value of loans disbursed in order to meet the target set in respect of loans disbursement.
Indicator responsibility	General Manager: Funding

Indicator title	Value of housing loans disbursed
Short definition	It is the value of loans disbursed to housing clients
Purpose definition	To measure extent of loans disbursed to housing clients
Source/collection of data	Information is derived from loan statement of accounts archived at the head office or printed from MEGA's financial system
Method of calculation	A tally of the loans disbursed
Data limitations	A loan agreement which could not be implemented due to unforeseen and unpreventable circumstances
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase in the value of loans disbursed in order to meet the target set in respect of loans disbursement.
Indicator responsibility	General Manager: Funding

Indicator title	Number of businesses monitored and supported
Short definition	It is the number of businesses provided with post investment support
Purpose definition	To measure number of businesses provided with post investment support
Source/collection of data	Information is derived from post investment support reports
Method of calculation	A tally of post investment support provided
Data limitations	None
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in number of businesses provided with post investment support
Indicator responsibility	General Manager: Funding

Indicator title	Number of equity investment monitoring reports
Short definition	It is the number of equity investment monitoring reports developed
Purpose definition	To measure number of equity investment monitoring reports developed
Source/collection of data	Information is derived from equity investment monitoring reports developed
Method of calculation	A tally of equity investment monitoring reports developed
Data limitations	Possible lack of access to raw data
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increased sustainability of equity investments
Indicator responsibility	General Manager: Funding

PROPERTIES AND INFRASTRUCTURE

Indicator title	Number of housing clients monitored and supported
Short definition	It is the number of housing clients provided with post investment support
Purpose definition	To measure number of housing clients provided with post investment support
Source/collection of data	Information is derived from post investment support reports
Method of calculation	A tally of post investment support provided
Data limitations	None
Type of indicator	Measures output
Calculation type	Normal addition / non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in number of housing clients provided with post investment support
Indicator responsibility	General Manager: Funding

Indicator title	Completed milestones towards the operationalisation of the Mpumalanga International Fresh Produce Market
Short definition	Physical progress made in the operationalisation of the Mpumalanga International Fresh Produce Market
Purpose definition	It measures the project activities/milestones completed against the total ¹ number of activities/milestones planned for the period under review
Source/collection of data	Board / EXCO approved progress reports on the implementation of the project(s) or progress reports from the contractors, project manager, etc.
Method of calculation	Completed tasks/milestones in relation to the number of planned activities/milestones for the period under review
Data limitations	None
Type of indicator	Measures project implementation progress
Calculation type	Simple count
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the set target which indicates progress in the implementation of the project
Indicator responsibility	General Manager: Properties & Infrastructure

Indicator title	Number of Plans submitted to the dtic in line with regulatory requirements
Short definition	Physical progress made in the implementation of the Nkomazi Special Economic Zone project
Purpose definition	It measures project activities/milestones completed against the total number of activities/milestones planned for the period under review
Source/collection of data	Board / EXCO approved progress reports on the implementation of the project(s) / progress reports from the contractors, project manager, etc.
Method of calculation	Completed tasks/milestones in relation to the number of planned activities/milestones for the period under review
Data limitations	None
Type of indicator	Measures project implementation progress
Calculation type	Simple count
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the set target which indicates progress in the implementation of the project
Indicator responsibility	General Manager: Properties & Infrastructure

Indicator title	Value of revitalization funds approved by government and / or development finance institutions
Short definition	The cumulative rand value of investment attracted into the property portfolio
Purpose definition	It measures the cumulative amount of investment attracted from external sources (investors, partners and financiers)
Source/collection of data	Allocation/funding letters from investors, partners and financiers
Method of calculation	Cumulative rand value of investments attracted
Data limitations	No limitations
Type of indicator	Measures the cumulative value of investment attracted to infrastructure projects during the period under review
Calculation type	Normal addition
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To achieve the targeted investment value into the Property Development Portfolio during the period under review
Indicator responsibility	General Manager: Properties & Infrastructure

Indicator title	Completed milestones towards the revitalisation and / or construction of the seven identified development opportunities
Short definition	The approval and implementation of the seven identified investment development opportunities by Strategic Development Partners
Purpose definition	It measures the milestones achieved by Strategic Development Partners towards the implementation of the seven identified investment development opportunities
Source/collection of data	Progress reports
Method of calculation	Count on the number of milestones achieved
Data limitations	No limitations
Type of indicator	Measures the cumulative number of milestones achieved by Strategic Development Partners towards the implementation of the seven identified investment development opportunities
Calculation type	Normal addition
Reporting cycle	Quarterly
New indicator	No
Desired performance	To achieve the targeted investment value into the Property Development Portfolio during the period under review
Indicator responsibility	General Manager: Properties & Infrastructure

Strategic Goal 5: Progressively increase own revenue generation and collection to achieve financial sustainability	
Indicator title	Value of annual rental revenue generated from the property portfolio
Short definition	This refers to the rand value of revenue collected from the leasing activities across the property portfolio
Purpose definition	This measures the rand value of revenue collected from the leasing activities across the property portfolio
Source/collection of data	Management accounts or reports from financial system
Method of calculation	A tally on the total revenue collected from leasing activities across the property portfolio
Data limitations	None
Type of indicator	Measures revenue from letting activities
Calculation type	Normal addition
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increased collection rate as per the aging (key element towards financial sustainability)
Indicator responsibility	General Manager: Properties & Infrastructure

Strategic Goal 6: Progressively increase own revenue generation and collection to achieve financial sustainability (Continued)

Indicator title	Value of annual rental revenue generated from the property portfolio
Short definition	Value of rental revenue generated from the property portfolio
Purpose definition	To measure the value of rental revenue generated
Source/collection of data	Reports generated from accounting systems
Method of calculation	Addition on the value of rental revenue generated
Data limitations	No limitations
Type of indicator	Measures the value of revenue generated
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase in the value of rental revenue generated
Indicator responsibility	General Manager: Properties & Infrastructure

Strategic Goal 6: Progressively increase own revenue generation and collection to achieve financial sustainability (Continued)

Indicator title	% achieved in occupancy rate of the property portfolio
Short definition	A percentage of the total lettable area of the property portfolio occupied by tenants during the period under review
Purpose definition	To measure, in percentage terms, the level of occupancy across the property portfolio during the period under review
Source/collection of data	Occupancy reports generated from MEGA's property management system
Method of calculation	Total lettable area occupied divided by the total lettable area in the property portfolio
Data limitations	No limitations
Type of indicator	Measures the level of occupancy across the property portfolio
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Increase in the occupancy rate across the property portfolio
Indicator responsibility	General Manager: Properties & Infrastructure

Indicator title	Number of investors attracted to MEGA Properties
Short definition	The total number of investors attracted to MEGA Properties
Purpose definition	To measure, in number, the investors attracted to MEGA Properties
Source/collection of data	Memorandum of Understanding, Memorandum of Agreements, Funding Letters, etc
Method of calculation	Simple count on the number of investors attracted
Data limitations	No limitations
Type of indicator	Measures the number of investors secured
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase in the number of investors attracted
Indicator responsibility	General Manager: Properties & Infrastructure

TRADE AND INVESTMENT

Strategic Goal 3: Increased attraction of suitable investors to the Province based on an attractive value proposition and attractive investment opportunities

Indicator title	Value (R) of FDI / LDI MEGA facilitated projects implemented during the period
Short definition	Facilitate implementation of investment projects in the province
Purpose definition	This indicator measures the value of projects that reached implementation stage i.e. agreements signed and preparations for project implementation commenced
Source/collection of data	<p>Proof of Project's Existence: Signed agreements, EIA reports, Business Plans, Stakeholder Engagement meetings</p> <p>Proof of MEGA's Involvement in the Project: Letters of engagements with investors and other stakeholders relating to assistance provided by MEGA in preparation for project implementation i.e. assistance with land acquisition, water-right use license, EIA reports, electricity connections, etc</p>
Method of calculation	Tally on the total value of the projects that are implemented
Data limitations	None
Type of indicator	Output
Calculation type	Normal addition
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increased value of investment projects under implementation
Indicator responsibility	GM: Trade & Investment

Strategic Goal 3: Increased attraction of suitable investors to the Province based on an attractive value proposition and attractive investment opportunities

Indicator title	Number of new FDI / LDI projects under facilitation for the period
Short definition	Number of projects that reached implementation stage
Purpose definition	This indicator measures the number of projects that reached implementation stage i.e. agreements signed and preparations for project implementation commenced
Source/collection of data	Signed agreements, letters of engagements with investors and other stakeholders, EIA reports, Business Plans, Stakeholder Engagement meetings
Method of calculation	Tally on the number of projects that are ready for implementation
Data limitations	None
Type of indicator	Output
Calculation type	Normal addition
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increased number of investment projects under implementation
Indicator responsibility	GM: Trade & Investment

Title	Number of Outward / inward Investment Recruitment Missions undertaken
Definition	Numbers of outward and inward investment promotion missions conducted by MEGA's T&I Unit during the reported financial year
Purpose / Importance	To market Mpumalanga Province as an investment destination missions are the primary and essential activity in pursuance of the stated strategic objective
Source / Collection of Data	Mission Submission and Report for Missions conducted and participated
Method of Calculation	Simple count per event
Data Limitations	None
Type of indicator	Outcome
Calculation Type	Normal addition
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Higher than targeted performance is desirable.
Indicator Responsibility	GM: Trade & Investment

Indicator title	Number of potential Investors engaged
Short definition	Attract foreign and domestic investment into the province
Purpose definition	This indicator measures investment pipeline
Source/collection of data	Letters of engagements with potential investors, Signed MOUs or disclosures
Method of calculation	Each potential investor engaged is calculated once
Data limitations	None
Type of indicator	Output
Calculation type	Normal addition
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increased number of investment pipeline
Indicator responsibility	GM: Trade & Investment
Indicator title	Number of Investment Conference hosted
Short definition	Host an Investor Conference in Mpumalanga to attract suitable investors
Purpose definition	This indicator measures investor conferences hosted by MEGA in Mpumalanga
Source/collection of data	Pictures, videos, articles, attendance registers, correspondence from organisers, project close out reports
Method of calculation	Simple count per event
Data limitations	None
Type of indicator	Outcome
Calculation type	Normal addition
Reporting cycle	Annually
New indicator	No
Desired performance	Successful investor conference
Indicator responsibility	GM: Trade & Investment

Strategic Goal 4: Increased access to export trade opportunities for Mpumalanga companies

Title	Number of exporters / Importers provided with foreign trade aftercare and inquiries management
Definition	This assistance provides ongoing export / import marketing advice and assistance to theexisting and first-time exporters / importers of Mpumalanga. This includes export and import enquiries; export marketing strategy development; international market information and contact details; referrals to foreign trade related parties; SARS exporterregistration and issues; EMIA assistance; customs codes and tariff headings; foreign trade barriers and documentary requirements; market and product research; regional trading issues and preferential tariffs; contact with foreign and bilateral chambers of commerce; contact with South African foreign trade representatives abroad and any other forms of client – both local and foreign – interactions with the purpose of promotion and development of foreign and local trade
Purpose / Importance	Foreign Trade is a complex and specialised form of commerce for which government support and counselling is important to increase the number of provincial companies entering new markets and for current exporters to expand their existing markets
Source / Collection of Data	The assistance rendered will be demonstrated through files, reports, emails, attendance registers and applications during the reported financial year. Internally generated documents are to be included as verified basis for exporters provided with Foreign Trade Counselling and Support
Method of Calculation	Simple count per interaction
Data Limitations	The data limitations and challenge faced with the "Number of Exporters provided with Foreign Trade Counselling and Support" and the development of SOP's in this regard arises from the diversity and nature of legitimate assistance rendered to Trade Promotions clients. The types of assistance provided, and which takes up a significant portion of Trade Promotions time resources, is as varied as the assistance itself and could include telephone calls, emails, meetings, application forms and so forth. A customised Client Relationship Management (CRM) system for the Trade and Investment Promotion Division could mitigate the data limitations
Indicator Type	Output
Calculation Type	Simple count per interaction
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	GM: Trade & Investment

Title	Number of foreign / local trade exhibitions undertaken
Definition	Number of trade exhibitions undertaken by MEGA and / or client facilitated participation in such an event by MEGA during the reported financial year
Purpose / Importance	Trade exhibitions are the primary and essential activity in pursuance of the stated strategic objective
Source / Collection of Data	Exhibition / Mission Submission and Report for MEGA conducted events
Method of Calculation	Simple count per event
Data Limitations	None
Indicator Type	Outcome
Calculation Type	Simple count per event
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Target for period achieved
Indicator Responsibility	GM: Trade & Investment
Title	Number of EMIA / SSAS Applications Facilitated
Definition	The Department of Trade and Industry's Export Marketing and Investment Assistance (EMIA) scheme develops export markets for South African products and services and the Sector Specific Assistance Scheme (SSAS) is to compensate the costs in respect of the activities aimed for the development of South African emerging exporters. MEGA is the regional service provider for EMIA and SSAS
Purpose / Importance	The utilization by Mpumalanga based companies of the financial assistance provided under EMIA and SSAS is an important component of Export Promotion
Source / Collection of Data	Copies of completed EMIA / SSAS Application forms by Mpumalanga based companies
Method of Calculation	Simple count per completed EMIA / SSAS Application
Data Limitations	None
Indicator Type	Outcome
Calculation Type	Cumulative - for the year
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Higher than targeted performance is desirable
Indicator Responsibility	GM: Trade & Investment

Strategic Goal 6: Enhanced Organisational Sustainability	
Title	% achieved on MEGA organisational performance
Definition	% Organizational Performance achieved
Purpose/ Importance	To measure organizational performance
Source / Collection of data	Divisional quarterly performance, consolidated organisational quarterly performance
Method of Calculation	Divisional performance consolidated to provide an overall performance of the entity
Data Limitations	None
Indicator Type	Outcome
Calculation Type	Cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired Performance	Above 80% organizational performance
Indicator Responsibility	GM: Trade & Investment
Indicator title	Number of independent and systematic evaluations of the entity's performance
Short Definition	The evaluation of MEGA's initiatives undertaken to ensure operational excellence and to ensure developmental impact requires a non-biased and independent appraisal
Purpose /Importance	To evaluate operational and developmental impact achieved as a result of MEGA's initiatives undertaken in the execution of its mandate through the determination of customers satisfaction, public perceptions, job opportunities created through its programmes, enterprises developed, etc.
Source / Collection of data	Monitoring & Evaluation Reports, Organisational Surveys and Close-out Reports
Method of calculation	A simple count of all the monitoring and evaluation reports generated
Data limitation	None
Types of indicator	Outcome
Calculation types	Simple count per evaluation conducted
Reporting cycle	Annually
New indicator	No
Desired performance	Monitoring and evaluation reports show that the performance of the institution's initiatives aimed at achieving its mandate are improving year on year
Indicator responsibility	GM: Trade & Investment

CORPORATE SERVICES

Strategic Goal 7: Improved Corporate Image of MEGA

Indicator title	% achieved on MEGA Brand and Reputation
Short definition	Ensure improvement on MEGA's Brand and Reputation
Purpose / importance	To improve corporate image of MEGA, as perceived by various stakeholders, through the implementation of approved Marketing Strategy and Branding Policy
Source / collection of data	Report on organisational survey
Method of calculation	% reflected in the organisational survey report
Data limitations	Lack of online presence by the entity
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Continuous increase in MEGA Brand and Reputation
Indicator responsibility	General Manager: Strategy & Communications

FINANCE

Strategic Goal 6: Enhanced Organisational Sustainability

Indicator title	Audit opinion expressed by Auditor-General
Short definition	To address past audit findings to ensure an improvement of the audit outcome
Purpose / importance	The indicator measures the outcome of the regulatory audit
Source / collection of data	Audit Report
Method of calculation	Disclosure on the Annual Audit outcome
Data limitation	No limitation
Types of indicator	Outcome
Calculation types	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Immaterial audit findings which will result in an unqualified audit opinion
Indicator responsibility	Chief Financial Officer

Indicator title	Rating achieved on customer satisfaction survey
Short definition	Improve customer satisfaction
Purpose / importance	To improve customer satisfaction through customer relations where client complaints are recorded, directed to the relevant departments and ensure they are adequately dealt with
Source / collection of data	Report on organisational survey
Method of calculation	% reflected in the organisational survey report
Data limitations	Lack of customer relations function
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Continuous improvement in customer satisfaction
Indicator responsibility	General Manager: Strategy & Communications

Strategic Goal 7: Improved Corporate Image of MEGA

Indicator title	% achieved on MEGA Brand and Reputation
Short definition	Ensure improvement on MEGA's Brand and Reputation
Purpose / importance	To improve corporate image of MEGA, as perceived by various stakeholders, through the implementation of approved Marketing Strategy and Branding Policy
Source / collection of data	Report on organisational survey
Method of calculation	% reflected in the organisational survey report
Data limitations	Lack of online presence by the entity
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Continuous increase in MEGA Brand and Reputation
Indicator responsibility	General Manager: Corporate Strategy

Strategic Goal 7: Improved Corporate Image of MEGA

Indicator title	Number of external Newsletters
Short definition	External Newsletters produced covering MEGA's key performance highlights
Purpose / importance	To improve corporate image of MEGA, as perceived by various stakeholders, through the implementation of approved Marketing Strategy and Branding Policy
Source / collection of data	Various performance highlights by divisions
Method of calculation	Count on the number of external newsletter produced
Data limitations	Lack of inputs by divisions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Continuous increase in MEGA Brand and Reputation
Indicator responsibility	General Manager: Corporate Services

Indicator title	Rating achieved on customer satisfaction survey
Short definition	Improve customer satisfaction
Purpose / importance	To improve customer satisfaction through customer relations where client complaints are recorded, directed to the relevant departments and ensure they are adequately dealt with
Source / collection of data	Report on organisational survey
Method of calculation	% reflected in the organisational survey report
Data limitations	Lack of customer relations function
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Continuous improvement in customer satisfaction
Indicator responsibility	General Manager: Corporate Strategy

Indicator title	Number of internal Newsletters
Short definition	Internal Newsletters produced covering MEGA's key performance highlights
Purpose / importance	To improve communication within the entity, through continuous engagement and information sharing with staff
Source / collection of data	Various performance highlights by divisions
Method of calculation	Count on the number of internal newsletter produced
Data limitations	Lack of inputs by divisions
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Continuous increase in MEGA Brand and Reputation
Indicator responsibility	General Manager: Corporate Services

Indicator title	Number of Marketing Campaigns conducted
Definition	Conduct marketing campaigns to ensure improvement on MEGA's Brand and Reputation
Purpose / Importance	To improve corporate image of MEGA, as perceived by various stakeholders, through the implementation of approved Marketing Strategy and Branding Policy
Source / Collection of data	Report on events and marketing campaigns conducted
Method of calculation	Simple count on the number of campaigns conducted
Data limitation	None
Types of indicator	Outcome
Calculation types	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Continuous increase in MEGA Brand and Reputation
Indicator responsibility	GM: Corporate Services

Strategic Goal 6: Enhanced Organisational Sustainability

Indicator title	% improvement on organisational risk maturity
Definition	To measure the level of improvement of the entity's risk management processes by measuring the degree of maturity on key risk maturity indicators based on the adopted best practice standards/models. For the current year, MEGA will use both the Treasury Model (used in the previous financial year) as well as the best practice model – RIMS Risk Maturity Model in order to introduce a best practice baseline from 2020/21 going forward
Purpose / Importance	The entity will be able to gauge its level of maturity in risk management relative to its set target and will also be better placed to address areas of improvement necessary for it to attain the desired level of maturity. This is important as it will further facilitate the embedding of risk management at process level enabling the entity to improve to create, preserve and maximize stakeholder value through improved risk management
Source / Collection of data	Submission of relevant data/information on the entity's risk management process including responding to surveys/questionnaires designed to assess the risk maturity level. MEGA will then receive a report confirming its current maturity level and where applicable, the gaps identified to be addressed in order to facilitate improvement
Method of calculation	Independent assessment as articulated above, with MEGA receiving a report confirming the maturity level
Data limitation	The quality of the output from the surveys may be impacted by the degree of exposure and attitude towards risk management of those selected to participate, i.e in the case of surveys, interviews and/or questionnaires
Types of indicator	Output
Calculation types	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Continuous improvement in risk management processes
Indicator responsibility	GM: Corporate Services

Strategic Goal 6: Enhanced Organisational Sustainability

Title	% Placement of employees on the approved structure
Definition	To improve the Human Resources capacity of the organisation
Purpose / Importance	To measure improvement of the Human Resources capacity of the organisation through the management of a group of unplaced employees and filling of critical vacant positions
Source / Collection of Data	HR Reports
Method of Calculation	% achieved on the placement of employees on the approved structure
Data Limitations	Moratorium on recruitment and consultation process on management of the pool
Indicator Type	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Improved capacity to deliver the mandate of the organisation
Indicator Responsibility	GM: Corporate Services

Title	% achieved on employee satisfaction
Definition	Improved staff morale and corporate culture
Purpose / Importance	To measure improvement of the staff morale
Source / Collection of Data	Results on survey conducted for employees' satisfaction
Method of Calculation	% achieved as per employee satisfaction survey
Data Limitations	Poor participation by employees
Indicator Type	Output
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Improved staff morale and Organizational Culture
Indicator Responsibility	GM: Corporate Services

OFFICE OF THE CEO

Title	% Implementation of IT Infrastructure
Definition	The implementation of IT Infrastructure as outlined in the approved ICT Strategy
Purpose/ Importance	To put in place IT Systems that are integrated, interoperable, reliable and cost effective not only to meet today's demands, but also to provide the capacity for future growth and the ability to implement new technologies in a timeframe that maximizes the benefit to the business
Source / Collection of data	Signed off IT Project plans for all planned intervention in line with the ICT Strategy which indicates the stages and % completion of all IT projects
Method of Calculation	Percentage completion for all targeted ICT projects as signed off by relevant business partners
Data Limitations	None
Indicator Type	Output
Calculation Type	Cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired Performance	Higher % than targeted desirable
Indicator Responsibility	General Manager: Corporate Services

Strategic Goal 6: Enhanced Organisational Sustainability	
Indicator title	Level of implementation of three (3) year Internal Audit Plan
Short Definition	Percentage implementation of the Internal Audit plan measured on a quarterly basis
Purpose /Importance	To measure the extent to which the Internal Audit plan is implemented in order to assist management to accomplish the entity's objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes
Source / Collection of data	Implementation plan and internal audit reports
Method of calculation	Actual counts of audit conducted in the quarter as a fraction of the audits planned for the quarter converted to a percentage
Data limitation	Late submission of management comments on draft reports
Type of Indicator	Output
Calculation types	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher % than targeted desirable
Indicator responsibility	Head Internal Audit

Indicator title	% compliance with the MEGA Legislative Universe
Short Definition	To track compliance with PFMA, MEGA Act and other legislation which regulates the operations of MEGA
Purpose /Importance	To track MEGA's compliance with the statutory provisions
Source / Collection of data	User departments
Method of calculation	Consolidation of the actual number of compliance checklists on the affirmative over the number of actual compliance checklists to be achieved by the entity multiplied by 100
Data limitation	Dependent on accuracy of data provided by user departments
Types of indicator	Output
Calculation types	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher % than targeted desirable
Indicator responsibility	Company Secretariat

ANNEXURES TO THE CORPORATE PLAN

ANNEXURE A: AMENDMENT TO THE STRATEGIC PLAN

1. AMENDMENT TO THE STRATEGIC PLAN

MEGA's Strategic Plan has been developed in strict alignment to the Medium-Term Strategic Framework (MTSF) which consists of the 5-year National Plan and the 5-year Sectoral Outcomes.

There were no amendments made to the Strategic Plan in the 2020/21 financial year.

ANNEXURE B: CONDITIONAL GRANTS

1. CONDITIONAL GRANTS

No.	Name Of Grant	Purpose	Outputs	Current Budget (R Thousands)	Period of Grant
1.	N/A	N/A	N/A	N/A	N/A

**ANNEXURE C:
CONSOLIDATED INDICATORS**

1. CONDITIONAL GRANTS

No.	Institution / Division	Output Indicator	Annual Target	Data Source
1.	<ul style="list-style-type: none"> • SMMEs • Agricultural Enterprises • Cooperatives • Housing loans 	Value of business loans approved	R22m	Loans Committee minutes
		Value of business loans disbursed	R17m	Financial accounting system
		Value of housing loans approved	R15m	Loans Committee minutes
		Value of housing loans disbursed	R13m	Financial accounting system
		Number of businesses provided with post investment support ¹⁷	150	Monthly reports by business advisors
		Number of housing clients provided with post investment support	420	Monthly reports by business advisors
		Number of equity investment monitoring reports	4	Monitoring reports
2.	Infrastructure Development	Appointment of the Market Operator	External Budget (DEDT)	Progress reports and site visits
		Number of plans submitted to the dtic	R 35m	Progress reports and site visits
3.	Property Development	Value of Strategic Development Partners' investment approved by the Board	R 350m	Board minutes and resolutions
4.	Property Management	Value of revitalization funds approved by government and / or development finance institutions	R150m	Funding and budget allocation letters
		Occupancy rate of the property portfolio	80%	Property management system
		% implementation of Property Turnaround strategy ¹⁸	65%	Monthly and quarterly reports
5.	Trade & Investment Promotion	Value of foreign/domestic investment attracted ¹⁹	R400m	Monthly and quarterly reports
		Number of exporters / importers provided with foreign trade counselling and support	140	Monthly and quarterly reports
6.	Property Management	Rental revenue generated through the property portfolio	R50m	Financial accounting system

¹⁷ Coaching and mentoring

¹⁸ Conduct property optimization study, attract equity partner, dispose non-core immovable assets (Each activity weight 10%)

¹⁹ Based on signed agreements with investors on investment projects

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

1. DISTRICT DEVELOPMENT MODEL

Medium Term – 3 Years (MTEF)						
No.	Areas of Intervention	Project Description	District Municipality	Location	Project Leader	Social Partner
1.	Investment in infrastructure projects	Operationalisation of the MIFPM	Ehlanzeni	Mbombela	MEGA / DEDET	<ul style="list-style-type: none"> DPWRT DARDLEA
2.	Investment in infrastructure Projects	Ensure a functional Nkomazi SEZ Entity	Ehlanzeni	Nkomazi	MEGA / DEDET	<ul style="list-style-type: none"> the dtic Nkomazi Local Municipality
3.	MEGA's Sustainability Model	Upgrade/ refurbishment of the existing Property Portfolio	Various	<ul style="list-style-type: none"> Mbombela Nkomazi Ekangala Dr JS Moroka 	MEGA	<ul style="list-style-type: none"> DPWRT the dtic SDPs

