

## ANDA CORPORATE PLAN 2014 - 19

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## **ABBREVIATIONS**

**ABDS= Area Based Development Strategy**

**AIDS = Acquired immunodeficiency syndrome**

**ANC = African National Congress**

**ANDA = Alfred Nzo Development Agency**

**ANDM = Alfred Nzo District Municipality**

**ARC = Agricultural Research Council**

**CEO = Chief Executive Officer**

**DBSA = Development Bank of Southern Africa**

**DIRCO = Department of International Relations and Co-operation**

**DTI = Department of Trade and Industry**

**ECDC = Eastern Cape Development Corporation**

**ECRDA = East Coast Research and Discovery Association**

**ECRDA = Eastern Cape Rural Development Agency**

**ECSECC= Eastern Cape Socio-Economic Consultative Council**

**EXCO = Executive Committee**

**GDS = Growth and Development Strategy**

**HIV = Human immunodeficiency virus**

**ICMS = Integrated Consulting Management Services CC.**

**IDC = Industrial Development Corporation**

**IDP = Integrated Development Plan**

**IDT = Independent Development Trust**

**IPAP = Industrial Policy Action Plan**

**LED = Local Economic Development**

**MEC = Member of the Executive Council**

**MTEF = Medium Term Expenditure Framework**

**NDP = National Development Plan**

**NGP = National Growth Plan**

**PGDP = Provincial Growth Development Plan**

**SEDA = Small Enterprise Development Agency**

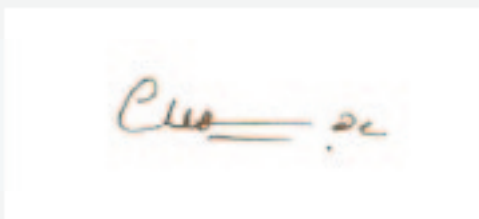
**SOEs = State Owned Enterprises**

**ALFRED NZO DEVELOPMENT AGENCY 2014/15 ANNUAL PERFORMANCE PLAN  
AND FIVE YEAR PLAN SUBMITTED TO THE ALFRED NZO DISTRICT MUNICIPALITY**

**SIGNED**

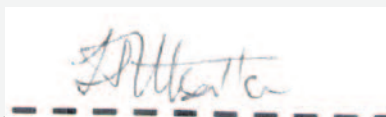


Chairperson of the Interim Board



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**Mr Lumko Mtimde**

Acting Chief Executive Officer



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**Ms Thabiso Ntsalla**  
Executive Manager

Finance Manager

**Mr Lita Bam**

(On behalf of Chief Financial Officer)



## FOREWORD BY THE CHAIRPERSON OF THE BOARD

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As the Chairperson of the Alfred Nzo Development Agency (ANDA), I am pleased on behalf of the Board and Management of ANDA to present to the Executive Mayor and the Council of the Alfred Nzo District Municipality (ANDM) as well as all the important stakeholders the ANDA five (5) year strategic plan, the Medium Expenditure Term Framework (METF) plan as well as the Annual Performance Plan of the organization. These plans outline the activities and targets that the organization aims to achieve in the period 2014-2020 and the necessary budgetary requirements that will enable the organization to achieve the set targets.

In conforming with the mandate of the organization as defined in the shareholder agreement between the ANDM and ANDA, the Board is committed to working with management and the municipality to promote economic development initiatives that aim to better the district and to better the lives of its inhabitants. The Board is aware of the urgent burden of unemployment, poverty and income disparities that characterizes our society and the call for all to work towards closing income disparities and creating conditions that make it possible for people to take care of their lives. The 89% dependency ratio that characterizes the district is an antithesis to our newly found freedoms and the constitution of our land. It requires interventions that can make our people masters of their own destiny and a philosophy that will acknowledge that the inhabitants of the district are not a miscarriage of God's plan but rather a masterpiece of His creation.

The efforts of ANDA at facilitating economic development initiatives in the areas by attracting investments for the development of strategic infrastructure, promoting trade and enhancing the capabilities of business and co-operative enterprises in the districts will go a long way in creating employment for our citizens and improve their self worth as well as the economic vibrancy of the district.

It cannot be over-emphasized that the success of ANDA and as a result that of the district is inextricably linked with that of the local municipalities, development partners and a wide range of strategic value adding partners and State Owned Enterprises. The co-operation of ANDA with these institutions and the municipalities will be pivotal in achieving the ambitious targets that ANDA has set. Our role as the Board of ANDA in playing our oversight role cannot be overemphasized. It is in this context that we hope that the Council and the Executive Mayor will speedily assist us in appointing a full board by filling the vacant board positions with people who have the desire and skills to support management in the pursuit of the mandate and plans of the organization.

As a Board we are aware of the robust requirements that imposed on us by the Companies Act, no71 of 2008 as well as the dictates of the Municipal Finance Management Act no 32 of

2003 and are committed to at all times act in the interest of the organization above our own interests. Compliance with the law and keeping the Governance principles enunciated in the King 11 and 111 codes of ethics will be our priority. To this end, the Board will continue to provide oversight and leadership to the organization through its various committees, namely the Finance Committee, Audit and Risk Management Committee, the Recruitment and Human Resources Committee, the Investment Committee and other committees which may be established from time to time to provide oversight support to key areas of the organization's work. The establishment and functioning of these committees will be strengthened once the Council has appointed all of the board members that are necessary to support the operations of the organisation.

In the ensuing period, the ANDA is committed to achieving the appropriate balance between its various stakeholder groupings in the best interests of the organization and to be transparent and accountable by ensuring effective communication with its stakeholders. We believe that this is essential for building and maintaining our stakeholders' trust and confidence.

On behalf of the ANDA, I commit management and the ANDA into a compact between the Executive Mayor and Council based on this plan for the ensuing period.

#### **Chairperson of the Interim Board**

## CHIEF EXECUTIVE OFFICER COMMITMENT

Alfred Nzo Development Agency (ANDA) was established as a strategic partner and municipal entity that acts to support the mandate of the District Municipality in pursuing people development in general and local economic development in particular, which is one that we at ANDA wholly support. We believe that the economic success that can be brought to the district promoted by the ANDA is inextricably linked to that of the Municipality as in the final analysis, to the populace and inhabitants of the district. We believe that the commitment of the District to the Integrated Development Plan (IDP) dictates the work and pace for the ANDA. The Local Economic Development Plan and other development plans of the district municipalities read with the Provincial and National Develop Plans are key footprints around which our work is designed. Our plan is guided by the radical transformation in this second phase of our transition as pronounced by President Zuma in his inauguration in May 2014 and in the State of the Nation (SONA) address. ANDM Council has approved the Service Delivery Agreement with ANDA and accordingly gave the Agency a new mandate.

Promoting economic development by attracting investments and promoting trade in the district given the social, political and economic conditions that prevail nationally and internationally under declining world economies and inflationary pressure will in no doubt be a challenging task for the organisation. We however are not daunted by these challenges and believe there are opportunities for growth and development and that there is sufficient goodwill out there that will spur our efforts at building a better district and a better life for all in the district.

The ANDA in planning for the reporting period 2014/15 and beyond; was guided by the ANDM resolve for the entity to focus on anchor projects with high impact as defined in the new mandate. Management is committed to working closely with the ANDM and the Local Municipalities as key stakeholders to accelerate development in the district.

The primary focus of our work will rotate around mobilising resources, at least R3bn rand worth of funding for strategic investments to the district, strengthen partnership that add value and promote national and international trade between national and international partners and the district. Strengthening the capacity of co-operative and business enterprises through financial and non-financial and technical support will be a core function of our efforts. We have also committed ourselves to acting as a reliable business intelligence centre that will conduct primary and secondary research that can add value to our partners and beneficiaries alike.

We are committed to co-operate with our partners, to listen to their requirements and to deliver services in the most cost effective and responsible manner. We are committed to good governance and look forward to the guidance and support that we expect from our board and

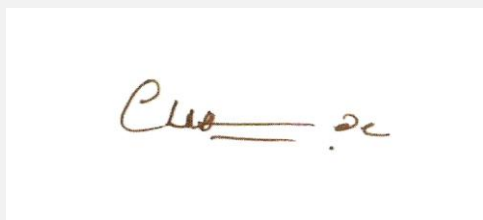
from our shareholder and will do as much as we can to be responsive and flexible in our delivery approaches whilst keeping focus to our plans.

Our commitment to increasing, protecting and diversify our funding base, providing innovative programs and services that meet our stakeholder expectations, strengthening our operating processes, systems and procedures and building capabilities and a learning environment that deliver ANDA value-added services and programs will be accelerated in the year 2014/15 and beyond.

Various innovations that are aimed at cost reduction and improving operational efficiencies of the ANDA's project monitoring and evaluation tools will be carried out in the reporting period. The ANDA will also increase its stakeholder management efforts and work at improving its image with its stakeholders by developing a branding and marketing strategy.

We have no doubt that the ANDA will build on its current successes to take the organization forward. As management, we remain appreciative of the role that members of the Board play in spurring us on. We also remain appreciative of the support and co-operation that we receive from the Municipality and thank them for their continued guidance as we submit this 2013/14 strategic Annual Performance Plan for approval and action.

TEAM ANDA believes in the future of the Alfred Nzo District. We at ANDA invite you to join us in that belief. Let us collectively participate in shaping the future of our district.

A handwritten signature in brown ink, appearing to read 'Lumko Mtimde', is centered within a white rectangular box.

**Acting Chief Executive Officer  
LUMKO MTIMDE**



**PART A: STRATEGIC OVERVIEW**

**1. Updated situational analysis**

The five year Corporate and Annual Performance Plan of Alfred Nzo Development Agency (ANDA) for the period 2014/15 and beyond is structured taking into consideration the dictates of the current socio political and economic environment operating in South Africa and the Province's Local Economic Development Strategy and the Integrated Development Plan of the Alfred Nzo District Municipality (ANDM) in particular. The expectations and the needs of stakeholders have also been taken into consideration as these will dictate the degree to which the organisation can achieve its stated objectives.

ANDM has issued a new mandate to ANDA clearly defined in its ANDM presentation to the Strategic Review session held on the 15<sup>th</sup> August 2014. Consideration has also been given to the environmental context and its imperatives which are elucidated in the following paragraphs.

**1.1 Political imperatives**

The pursuit of economic development and the improvement of the quality of life of the citizenry are ensconced in the policy framework of the ruling party, the African National Congress (ANC) with its pivotal message and intent of transferring the national wealth of the country to the people and the control of all other industry and trade to assist the wellbeing of the people. This policy framework undergirds all of the national, provincial and local government economic development initiatives.

Consequently various policy and planning documents such as the National Growth Path (NGP) which outlines the need to invest in infrastructure as a key for job creation across the economy, the National Development Plan (NDP) that implores the achievement of accelerated economic growth at 5% and the reduction of unemployment by 2030 to 6% as well as the creation of at least 11 million jobs in the next 20 years all but focus the work of ANDA in this direction. Other policy documents such as the Industrial Policy Action Plan (IPAP) and the Eastern Cape Provincial Growth & Development Plan (PGDP) support the need for infrastructure development.

In order for the ANDA to achieve its mission and objectives a critical ancillary factor in this regard will have to be a stable and consistent political leadership that will assist the organisation to maintain focus. Change and the frequent turnover of leadership at the Provincial Executive Committee (EXCO) level and at the Member of Executive Council (MEC) and Municipal Council

levels may lead to loss of institutional memory and change of direction immaturity on the one hand and could also accelerate the agenda of ANDA on the other hand.

In this context ANDA must take into consideration the necessity and implications of change and be sufficiently flexible in its operational philosophies in order to pursue its development agenda.

Another key factor in the operational space that ANDA must contend with is the instability that exists in the District House of Traditional Leaders. This requires that ANDA tread with sensitivity and care in promoting its programs in order to ensure continued buy-in of traditional leaders in its initiatives.

Unresolved land claims and related issues as well as change in municipal boundaries play a critical role in defining ANDA efforts. The change in municipal boundaries implies consideration of a higher number of program beneficiaries, whilst the unresolved land claims and related issues bring uncertainty in the promotion of strategic infrastructure initiatives. On the positive side the extension of municipal boundaries contributes to the district economic viability as it brings new revenue basis and streams.

The political decision underpinning the Transitional Facilitation Committee Process is another factor that ANDA has to take into consideration. This process has major implications on the capacity of ANDA implementation plans in so far as the transfer of assets and liabilities of the incorporated municipalities into the Alfred Nzo District Municipality are concerned and the prioritisation of strategic infrastructure initiatives that needs to be promoted.

Going forward the continuity of the current government and leadership and the existing policy framework will enhance continuity in the pursuit of the current ANDA mission. A change in government and the current leadership could result in a change in policy approaches which could hamper the effective achievement of the ANDA mission. This however seems unlikely in the short-term or at least up to the period of the Local Government Elections.

## **1.2 Economic imperatives**

The economic environment of the district is a function of the overall environment that prevails in the country. The current economic environment and future projections indicate continuing pressures on world economies. Major economies such as the USA and Europe are undergoing economic depression. Given South Africa's and other emerging economies links to the global village, it is unlikely that the country will remain unaffected by global recession, inflation, unemployment and job losses. The weakening of the rand continues to have inflationary pressures in spite of the Reserve Bank's attempts at keeping the repo rate unchanged at 5% in the second quarter. The recent increase in the petrol prices by R0, 84c per litre representing an

increase of 6.8% announced on the 3<sup>rd</sup> of July 2013 and R0.74 for paraffin continues to put pressure on inflation and input costs and so are the current labour wage demands that are above the inflation target of 6%.

Turmoil in the mining industry worth US\$3.5 trillion (Synergy Media Specialist 27/05/2013) which has traditionally been the back bone of the South African economy and the decline in the manufacturing sector by 10.4% in 2009 and hovering around that level in 2012 all contribute to a weakened economy. The implication of these factors to the district's economy is severe as remittances that were a function of the district as a sending labour market continue to decline.

For the past year, the Development Policy Research Unit of the University of Cape Town reported that economic growth had slowed down substantially from a post recession high of 4,6 % per annum in 2011 Q1 to 3.2% in 2011Q4 and 2.7% in Q4, 2012 (Development Policy Unit, 2012). The World Bank warns that South Africa is vulnerable to both the slowing economies of Europe, as well as to a slowdown in China, which consumes many of its commodities.

At the provincial level, the district is reported to be among the lowest contributors to the provincial economic output at 6.4 % with an annual growth rate of 8.1% from 1995-2009 with government services being the largest contributor at 36%, Finance and business at 19% , trade at 18%, manufacturing at 12% and agriculture at 3% (WYG International, 2013).

According to the WYG investment Attraction Strategy report (2013), Agriculture, Forestry and Tourism seem to have a potential to contribute positively to the revitalisation of the district economy as the district is well endowed for agricultural production, the potential of 10 000 hectares suitable for forestry and the natural beauty and an array of cultural groups afford strong eco, adventure and cultural tourism.

The imperatives outlined herein indicate the main challenges that ANDA will have to contend with in its attempts at mobilising funds for strategic infrastructure investment, the promotion of trade and its contribution to increasing the economic performance of the of the district municipality. Concerted efforts and strategic thinking will be paramount if the agency would achieve its mission.

### **1.3 Social imperatives**

The National Development Plan 2030 points out that whilst global integration has brought about sustained growth, it has also been marked by negative trends. It points out that the gap between the rich and the poor worsened globally from 0.44 in 1950 to .54 in 2000. This is projected to rise going forward. Urbanisation has accelerated even though there is also

evidence of rural to rural migration. Almost 60% of South Africa's population is urbanised and is projected to reach 70% by 2030.

South Africa continues to be plagued by issues of unemployment, poverty and inequality and some degree of a lack of social cohesion and increasing service delivery protests. Employment levels constitute 13, 4 million in 2012 Q1 and unemployment is estimated at 6, 9 million people which is equivalent to 33.8% of the working population (Development Policy Unit, 2012). Black youth constitute 65% of the unemployment rate (NDP, 2030).

The burden of disease punctuated largely by HIV/AIDS has been a continuing menace in South Africa in the past two decades. The estimated prevalence rate at 10.6 % indicates that the total number of people living with HIV/AIDS is at the alarming figure of 5.4million in 2011 projected to rise to 7.3 million in 2030 (ASSA, 2011) impacting on the life expectancy of just over 60 years by 2030 for African women and 76 years for white women. African men will average 56 years while the life expectancy of white men will increase to 73 years by 2030

#### **1.4 Technological imperatives**

Rapid technological advancements and smart technologies are a feature of the world and of South Africa. These technological advancements have the advantage of reducing costs.

The Alfred Nzo District has not been a major beneficiary of the technological advancement that is growing in the country. The district has limited or no accesses to broad band networks and people have limited technological skills. According to the ANDM IDP report 2013/14, only 30% of the population had telephone and/or cellular phones in the district and the majority of the area had poor or no network coverage due to its mountainous topology.

The lack of network connectivity and broadband poses a real threat to the promotion of trade and business in general and limits the speed with which business enterprises can respond to opportunities open to them. It has the potential of restricting import and export trade to the district. This can directly impact on ANDA targets and will require innovation and skill to navigate. The promotion of appropriate technologies would act as an added advantage for ANDA efforts.

#### **1.5 Environmental imperatives**

Aligned to the technological imperatives are global concerns and MDG goals on greening economies. The National Development Plan 2030 commits South Africa to reducing its dependency on carbon, natural resources and energy, while balancing this transition with its objectives of increasing employment and reducing inequality and poverty through adaptation

and mitigation. Adaptation includes significant investments in new and adaptive technologies and rehabilitating and restoring natural ecosystems to improve resilience and mitigate climate change.

In this regard the ANDA has a major role to play in promoting and supporting these global and national initiatives in its messages and technologies and those of its beneficiaries as well as promoting recyclable technologies and discouraging unfriendly environmental practices.

According to the ANDM IDP report (2014/15), pressure from land transformation in many areas including the Alfred Nzo District is impacting negatively on the natural resource base of the province. Key biodiversity issues that impact the district include; the loss of habitat and the reduction of species diversity. Alfred Nzo has a 0-10% of endangered plant species and 10-20% vulnerable species coinciding with high population densities. The unauthorised excavation of land for mining of sand without following correct environmental procedures remains a concern for the environment. Land degradation and soil erosion are on the increase in the district.

The environmental landscape imperatives are a concern for ANDA in the promotion of the use of natural resources to create viable economic enterprises as caution would have to be taken to balance same with environmental consciousness and balance as envisaged in the NDP. The use and promotion of alternative energy technologies would have to be of particular focus for the ANDA.

## **1.6 Regulatory imperatives**

The ANDA is governed by a plethora of legislation and regulations that intends to support and strengthen its role in transforming society and the developmental state.

Such legislation and regulations cannot in themselves be a sufficient condition for public institutions such as the ANDA to deliver services. More than the provisions of the regulations and legislation, the promotion of a skilled and professional workforce and making ANDA an employer of choice will go a long way in respecting and giving service to the district.

As an institution of the District Municipality, the legislative and regulatory regime that governs ANDA includes; the Constitution of the Republic of South Africa (Act,108 of 1996) which mandates local government to promote social and economic development in areas of their jurisdiction; the White Paper on Local Government (March 1998) which advocates for the notion of a developmental government with economic development as playing a pivotal part of local government; the Municipal Systems Act, 2000(Act no.32 of 2000) which provides for the determination of municipalities and their structures and the Municipal Finance Management

(Act, 56 of 2003) which regulates accountabilities of Municipalities and prescribes for the establishment of municipal entities for which under is its creation. The Companies Act (Act, No. 71 of 2008) under which the entity is registered governs the conduct and responsibility of its directors. These are further amplified by the dictates of the King 11 & 111 Codes of Conduct which require high standard of ethical conduct of the executive and non executive directors of the company.

The VAT Act (Act, no. 89 of 1991) provides for taxation in respect of goods and services and the importation of goods. This Act and its application to ANDA will pose a particular challenge in so far as the entity requirements are in this regard

## **2. ANDA Internal operating environment**

An analysis of the internal operating environment of the ANDA indicates a number of strengths, weaknesses, opportunity and threats.

### **2.1 ANDA internal strengths**

The ANDA evinces a number of internal strengths that enable it to perform its functions. These include but are not limited to a committed and qualified staff and the appointment of staff on merit. Innovation and the taking of informed risks also characterises the organisation. The organisation has also improved its operating systems, the policy environment and has advanced technological systems and has an established board. As a function of its focus and commitment to good governance and accountability, the ANDA has received an unqualified audit albeit with matters of emphasis for three consecutive years.

### **2.2 ANDA internal weaknesses**

In spite of its strengths, ANDA has demonstrated some weaknesses that compromise its organisational performance. These weaknesses are the fact that the board of the organisation is inadequate in terms of numbers as well as in a composite set of skills to fully meet the demands of a PTY (Ltd) institution in terms of the Companies Act as well as the King 111 Code. There is also a tendency for the Board to get involved in operational matters as against them concentrating on their oversight roles. The tenure and the frequent retirement in office of Board members limit continuity because the maturity of board members is not fully exploited. This weakens consistent programme implementation, direction and focus.

Another weakness of the organisation is its limited capacity to attract appropriately skilled staff due to the fact that it is located outside of the major metropolitan cities of the province. The organisations' operating procedures are not completely standardised into operating manuals. There is a limited capacity by the organisation to monitor and evaluate the performance of its

grantees as a result, the business partners receiving grants from the organisation do not account properly. The internal control environment at project implementation level is poor.

The brand identity of ANDA and perceptions about the organisation by its stakeholders is poor. The storing and circulation of information internally is also poor as a result communication is not fluent.

### **2.3 ANDA external opportunities**

A number of opportunities given the strengths and the mandate of ANDA are possible in its operating environment. These include but are not limited to the fact that there is arable land that can be exploited to promote agricultural development for the benefit of the district economy. The coastal areas of the district have a potential for the promotion of Aqua and Mari-culture initiatives. The mountainous, scenic and pristine nature of the topology and the geography of the district have the potential for the promotion of tourism.

The geographic location and the close proximity of the district to one of the busiest harbours in the country is positive for easy reach to the harbour in terms of reducing transportation costs for export trade as well as for easy access by business enterprises in the district.

The relatively young population that constitutes the majority of the population in the district provides an opportunity for the promotion of young entrepreneurs and for job creation.

There is also a potential to grow connectivity for smart technologies as well as the installation of fibre optic cables which can improve internet and other connectivity to enhance business operations and efficiencies as well as linkages with other domestic and international trade in the district.

Other opportunities that exist in the district are the promotion of initiatives in respect of harvesting of water from fog and exploring alternative energy sources.

### **2.4 ANDA external threats**

The operations of ANDA are constrained and/or threatened by a number of factors that operate in its authorising environment. Some of these threats are the strained relations that exist between the Agency and its parent municipality and other local municipalities and the inconsistency in transferring approved budget vote funds to the agency in accordance with agreed transfer periods. The Agency has no control over the Municipality in the transfer of its allocated funding. Access to funding resources remains a threat to the Agency.



Other threats that confront the performance of the Agency include the inadequacy of a skilled and qualified workforce in the district which results in the Agency having a high level of vacancies.

A high level of backlogs in the development of infrastructure in the district and the construction of the N2 Highway poses a real threat for by-passing trade.

Another threat that confronts the Agency is the poor understanding by both the external and internal stakeholders of the role and nature of the business of the entity and the lack of an assessed risk profile of the institution so that the institution can have a robust framework that it can use to mitigate its risks.

## 2.5 ANDA distinctive capabilities and core competencies

Given the macro and micro environmental imperatives that are a feature of the ANDA, it is clear that for the organisation to perform at optimal and high efficiency levels that are designed at achieving its mission and value proposition, the organisation must ensure that it has the requisite competencies outlined in Table 1 rated on a scale 1 = 3 where 1 = not important, 2 = is important and 3 = is very important.

In this context the ANDA will continue to recruit, retain and seek appropriate skill levels that will match its desired competency profile in order that it can meet the challenges presented to it for the ensuing METF period. Consequently the projected ANDA human resources plan for the period is indicated in Table 2 below.

**Table 1: ANDA Rated competency requirements**

| COMPETENCIES                                    | RATING |
|---|--------|
| Project Management                              | 2      |
| Stakeholder Management                          | 3      |
| Financial Management Skills                     | 3      |
| Economic Planning and Research                  | 2      |
| Development orientation                         | 2      |
| Strategic Management                            | 3      |
| Networking and advocacy skills                  | 2      |
| Trade and investment skills                     | 3      |
| Governance and legislation                      | 3      |
| Local government knowledge                      | 3      |
| Risk Management                                 | 3      |
| Attention to detail                             | 2      |
| Passion and commitment for economic development | 2      |
| Knowledge of business environment               | 3      |
| Lateral thinking                                | 2      |



3. **ANDA Human Resources Management Plan**

**Table 2 ANDA Human Resources Management Plan**

| Established posts  |                     | Positions filled    |                     |                   |                   |                   |
|--|---------------------|---------------------|---------------------|-------------------|-------------------|-------------------|
| Position   | Number of positions | Year 1<br>2014/2015 | Year 2<br>2015/2016 | Year 3<br>2016/17 | Year 4<br>2017/18 | Year 5<br>2018/19 |
| Chief Executive Officer  | 1                   | 1                   | 1                   | 1                 | 1                 | 1                 |
| Chief Financial Officer  | 1                   | 1                   | 1                   | 1                 | 1                 | 1                 |
| Strategic Manager in the Office of the CEO: Resource Mobilisation and Stakeholder Management | 1                   | 0                   | 1                   | 1                 | 1                 | 1                 |
| Executive Manager: Programs  | 1                   | 1                   | 1                   | 1                 | 1                 | 1                 |
| Company Secretary  | 1                   | Outsourced          | Outsourced          | Outsourced        | Outsourced        | Outsourced        |
| Internal Audit & Risk Management   | 1                   | Outsourced          | Outsourced          |                   |                   |                   |
| Manager: Corporate Services and facilities management  | 1                   | 0                   | 1                   | 1                 | 1                 | 1                 |
| Finance Manager  | 1                   | 1                   | 1                   | 1                 | 1                 | 1                 |
| Supply Chain Manager   | 1                   | 1                   | 1                   | 1                 | 1                 | 1                 |
| Monitoring and Evaluation Manager  | 1                   | 0                   | 0                   | 1                 | 1                 | 1                 |
| Communications, Marketing & Stakeholder Management (Assistant Manager)                       | 1                   | 0                   | 0                   | 1                 | 1                 | 1                 |
| Trade & Investment Promotion Coordinator (Assistant Manager)                                 | 1                   | 0                   | 0                   | 1                 | 1                 | 1                 |
| Skills Development Coordinator (Assistant Manager)   | 1                   | 0                   | 0                   | 1                 | 1                 | 1                 |
| Sector Project Management Coordinator (Assistant   | 1                   | 1                   | 1                   | 1                 | 1                 | 1                 |

|  |                            |                             |                             |                           |                           |                           |
|--|----------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| Manager)   |                            |                             |                             |                           |                           |                           |
| ICT Coordinator ( Assistant Manager)                                   | 1                          | 0                           | 0                           | 1                         | 1                         | 1                         |
| Economic Researcher  | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Knowledge Management Business Intelligence Officer (Assistant Manager) | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| <b>Established posts</b>   |                            | <b>Positions filled</b>     |                             |                           |                           |                           |
| <b>Position</b>  | <b>Number of positions</b> | <b>Year 1<br/>2014/2015</b> | <b>Year 2<br/>2015/2016</b> | <b>Year 3<br/>2016/17</b> | <b>Year 4<br/>2017/18</b> | <b>Year 5<br/>2018/19</b> |
| Agricultural Development Officer                                       | 4                          | 2                           | 2                           | 3                         | 4                         | 4                         |
| Forestry Development Officer   | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Tourism Development Officer  | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| SMME Development Officer   | 1                          | 1                           | 1                           | 1                         | 1                         | 1                         |
| Investment Promotion Officer   | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Trade Promotion Officer  | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Procurement Officer  | 1                          | 1                           | 1                           | 1                         | 1                         | 1                         |
| Asset Management Officer   | 1                          | 1                           | 1                           | 1                         | 1                         | 1                         |
| Expenditure Officer  | 1                          | 1                           | 1                           | 1                         | 1                         | 1                         |
| Revenue Officer  | 1                          | 1                           | 1                           | 1                         | 1                         | 1                         |
| Admin Officer  | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |

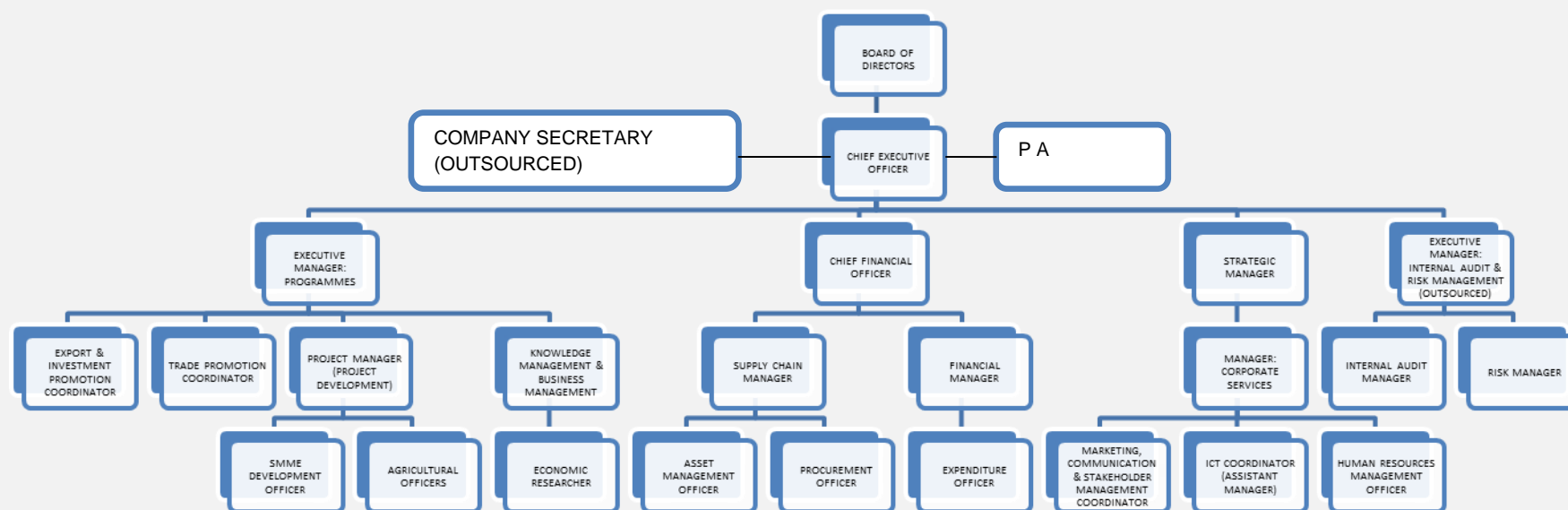
|                               |                            |                             |                             |                           |                           |                           |
|-------------------------------|----------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| HR Officer                    | 1                          | 1                           | 1                           | 1                         | 1                         | 1                         |
| Payroll Officer               | 1                          | Outsourced                  | Outsourced                  | 1                         | 1                         | 1                         |
| Receptionist                  | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Personal Assistant to the CEO | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| <b>Established posts</b>      | <b>Positions filled</b>    |                             |                             |                           |                           |                           |
| <b>Position</b>               | <b>Number of positions</b> | <b>Year 1<br/>2014/2015</b> | <b>Year 2<br/>2015/2016</b> | <b>Year 3<br/>2016/17</b> | <b>Year 4<br/>2017/18</b> | <b>Year 5<br/>2018/19</b> |
| Technical Project Manager     | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Project Accountant            | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Management Accountant         | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| Internal Auditor              | 1                          | 0                           | 0                           | 1                         | 1                         | 1                         |
| Risk Manager                  | 1                          | 0                           | 0                           | 1                         | 1                         | 1                         |
| Legal and Contracts Manager   | 1                          | 0                           | 1                           | 1                         | 1                         | 1                         |
| <b>Sub-total</b>              | <b>40</b>                  | <b>12</b>                   | <b>29</b>                   | <b>36</b>                 | <b>37</b>                 | <b>37</b>                 |
| Interns                       | 5                          | 3                           | 4                           | 4                         | 5                         | 5                         |
| In-service trainees           | 4                          | 2                           | 3                           | 4                         | 4                         | 4                         |
| <b>TOTAL</b>                  | <b>50</b>                  | <b>17</b>                   | <b>36</b>                   | <b>44</b>                 | <b>46</b>                 | <b>48</b>                 |

### 3.1 ANDA MTEF Personnel Budget Summary

| Personnel Budget Summary                            |                    |                     |                     |
|---|--------------------|---------------------|---------------------|
|   | 2014/2015          | 2015/2016           | 2016/2017           |
| <b>SENIOR MANAGEMENT</b>                            |                    |                     |                     |
| Chief Executive Officer                             | R 1 161 720        | R 1 240 601         | R 1 324 838         |
| Chief Financial Officer                             | R 969 722          | R 1 035 566         | R 1 105 881         |
| Executive Manager - Programmes                      | R 969 722          | R 1 035 566         | R 1 105 881         |
| Chief Operation's Officer                           | R 0                | R 1 035 566         | R 1 105 881         |
| Sub - Total   | R 3 101 165        | R 3 311 734         | R 3 536 600         |
| <b>MIDDLE LEVEL MANAGEMENT</b>                      |                    |                     |                     |
| Supply Chain Manager                                | R 634 760          | R 677 860           | R 723 887           |
| Financial Manager                                   | R 634 760          | R 677 860           | R 723 887           |
| Manager - Corporate Services                        | R 0                | R 677 860           | R 723 887           |
| Communications, Marketing & Stakeholder Management  | R 0                | R 0                 | R 0                 |
| Skills Development Co - Ordinator                   | R 0                | R 0                 | R 723 887           |
| Knowledge Management & Business Intelligent Officer | R 0                | R 677 860           | R 723 887           |
| ICT - Co - Ordinator                                | R 0                | R 677 860           | R 723 887           |
| Facilities Management Co - Ordinator                | R 0                | R 677 860           | R 723 887           |
| Technical Project Manager                           | R 0                | R 677 860           | R 723 887           |
| Legal and Contracts Manager                         | R 0                | R 677 860           | R 723 887           |
| Export and Investment                               |                    |                     |                     |
| Promotion Co - Ordinator                            | R 0                | R 0                 | R 723 887           |
| Trade and Promotion Co - Ordinator                  | R 0                | R 677 860           | R 723 887           |
| Sub - Total   | R 1 269 521        | R 6 100 741         | R 7 962 755         |
| <b>OFFICERS</b>                                     |                    |                     |                     |
| Agric Officers X 2                                  | R 625 642          | R 668 123           | R 713 489           |
| SKMME   | R 312 971          | R 334 222           | R 356 916           |
| Expenditure Officer                                 | R 312 971          | R 334 222           | R 356 916           |
| Management Accountant                               | R 0                | R 334 222           | R 356 916           |
| Economic Researcher                                 | R 0                | R 334 222           | R 356 916           |
| Sector - Project Management Co - Ordinator          | R 312 971          | R 334 222           | R 356 916           |
| Forestry Development Officer                        | R 0                | R 303 519           | R 324 128           |
| Tourism Development Officer                         | R 0                | R 303 519           | R 324 128           |
| Investment Promotion Officer                        | R 0                | R 303 519           | R 324 128           |
| Trade Promotion Officer                             | R 0                | R 303 519           | R 324 128           |
| Sub - Total   | R 1 564 556        | R 3 553 309         | R 3 794 579         |
| Personal Assistant to the CEO                       | R 0                | R 303 519           | R 324 128           |
| Admin Officer                                       | R 0                | R 303 519           | R 324 128           |
| HR Officer  | R 0                | R 303 519           | R 324 128           |
| Payroll Officer                                     | R 0                | R 303 519           | R 324 128           |
| Receptionist  | R 0                | R 303 519           | R 324 128           |
| Asset Management Officer                            | R 284 220          | R 303 519           | R 324 128           |
| Human Resources Officer                             | R 284 220          | R 303 519           | R 324 128           |
| Procurement Officer                                 | R 284 220          | R 303 519           | R 324 128           |
| Sub - Total   | R 852 661          | R 2 428 152         | R 2 593 023         |
| <b>INTERNS</b>                                      |                    |                     |                     |
| Interns   | 75 302             | 75 302              | 75 302              |
| Interns   | 75 302             | 75 302              | 75 302              |
| Interns   | 75 302             | 75 302              | 75 302              |
| Interns   | 0                  | 0                   | 75 302              |
| Sub - Total   | 225 906            | 225 906             | 301 208             |
| <b>IN SERVICE TRAINEES</b>                          |                    |                     |                     |
| In Service Trainees                                 | 75 302             | 75 302              | 75 302              |
| In Service Trainees                                 | 75 302             | 75 302              | 75 302              |
| In Service Trainees                                 | 0                  | 0                   | 0                   |
| In Service Trainees                                 | 0                  | 0                   | 0                   |
| Sub - Total   | 150 604            | 150 604             | 150 604             |
| <b>TOTAL</b>  | <b>R 7 164 413</b> | <b>R 15 770 446</b> | <b>R 18 338 770</b> |

### 3.2 ANDA High level organisational structure

Accordingly, in order that the organisation can meet its obligations and mandate in spite of limited resources, the organisation has structured itself on a centralised model and is not spread over all of the municipalities even though its programs are district in nature and operate within specific municipalities. Operationally, the structure of the organisation is reflected over leaf.



#### INTERNS:

1 \* Intern- Marketing & Communications

1\* Intern- ICT Coordinator

3\* Interns- Programmes

1\* Intern- Research

#### 4. ANDA Governance

The ANDA is governed by a unitary Board of Directors who serves the organisation as Non-Executive Directors for a period of 3 years. The Chairperson and the Board of Directors are appointed by Council on recommendation of the Executive Mayor and are remunerated according to Municipality approved rates.

The Board of Directors are independent, impartial and have a separate role and authority from the Chief Executive Officer (CEO). The Board is responsible for organisational oversight whilst the CEO is responsible for the operations of the organisation including the supervision and management of staff.

The Board is primarily responsible for amongst other things reviewing and setting policies of the organisation, approving and determining the organisational structure of the organisation, setting and approving the strategic direction of the organisation, appointing, supervising and appraising the CEO, approving annual business plans and budgets, stakeholder relationships and evaluating its own and the organisation's performance, reviewing and approving the Annual Financial Statements of the organisation as well as ensuring that the dictates of the Municipal Finance Management Act are observed. The Board is also encumbered to providing regular reports (quarterly) to the Executive Mayor and to Council about the operations of the organisation.

In order to exercise its role the Board has set up a number of Committees that help to oversee the work of the ANDA. These Committees are the Finance Audit & Risk Committee, the Trade and Investment, the Human Resources and Recruitment Committee and other ad-hoc committees that it may establish from time to time to provide needed oversight to the functions of the organisation.

The constitution and membership of the committees are reflected in Table 3 overleaf. In the period 2013/2014, the Executive Mayor appointed additional Board Members. This went a long way in ensuring that the work of the Board and that of the organisation is well supported and that the Board is fully functional. The governance and reporting protocols of the ANDA are reflected in Table 4 in the following pages.



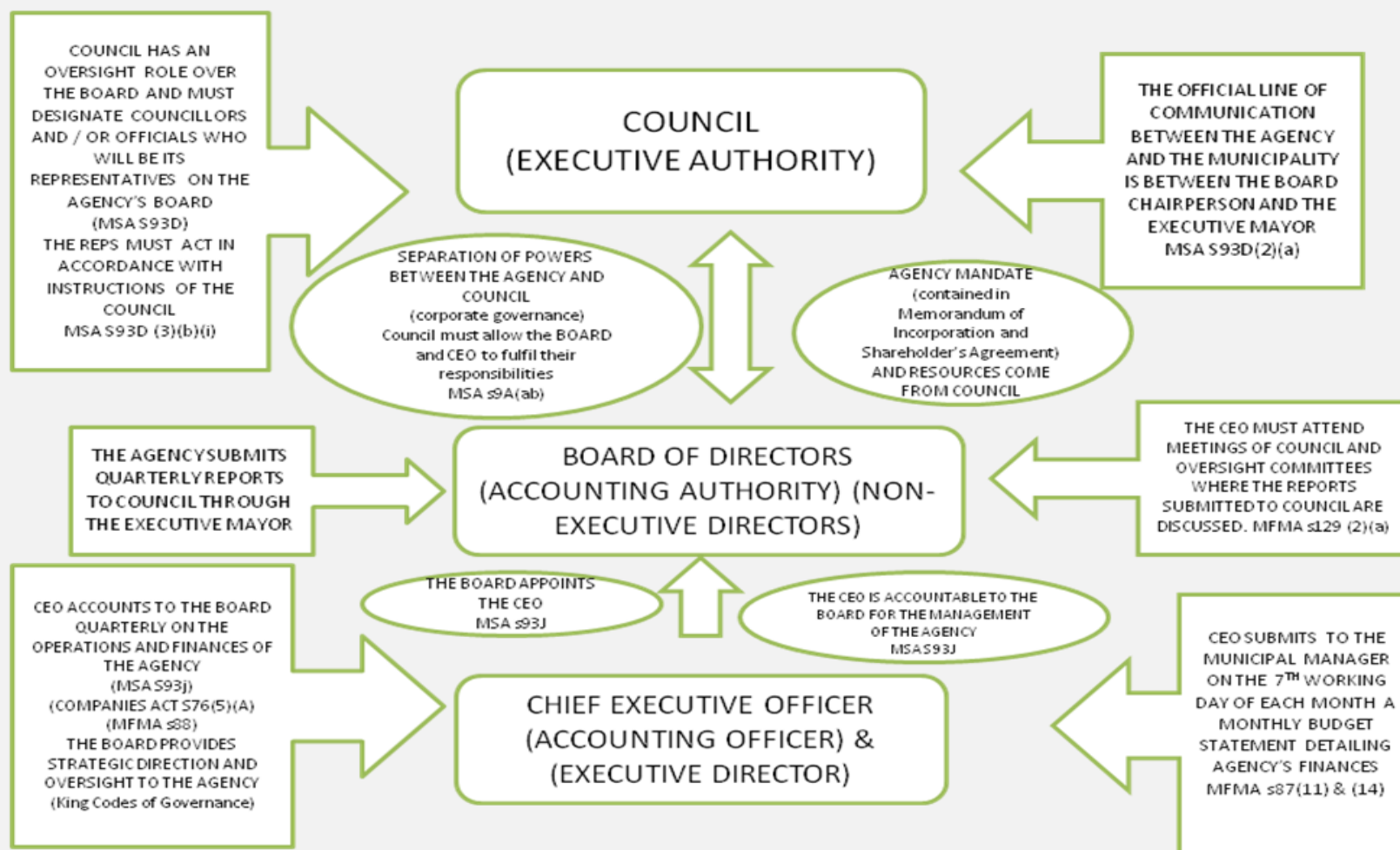
**Table 3: Board Committee Membership**

|    | BOARD MEMBER        | Independent Members | Audit and Risk Committee | Chair of the Interim Board | Remuneration & HR Committee | Trade and Investment Committee |
|----|---------------------|---------------------|--------------------------|----------------------------|-----------------------------|--------------------------------|
| 1. |                     |                     |                          |                            |                             |                                |
| 2. | Mr. Mvula Mtimkulu  |                     |                          |                            | X                           |                                |
| 3. | Inkosi Madzikane 11 |                     |                          |                            |                             | X                              |
| 4. | Mr. Lumko Mtimde    |                     |                          | XXX                        |                             |                                |
| 5. |                     |                     |                          |                            |                             |                                |
| 6. |                     |                     |                          |                            |                             |                                |
| 7. |                     |                     |                          |                            |                             |                                |
| 8. |                     | Mr Sphiwe Mntonga   | X                        |                            |                             |                                |
| 9. |                     |                     |                          |                            |                             |                                |

X= Member

XX= Member and Chairperson, XXX= Chairperson and Deputy of the Board

Table 4: Reporting and Governance protocols



## **5. Revision to legislative and other mandates**

There are no expected legislative and mandate revisions save for the revision of the Service Level Agreement between the Agency and the District Municipality to reflect new priorities that reflect the role of the Agency in supporting the districts Local Economic Development Plan and the 5 year Integrated Development plan that the ANDM has committed itself to.

## 6. Overview of the 2014/2015 and METF estimations

### 6.6.1 Expenditure estimates

| Program  | Audited outcomes |                  |                   | Adjusted Appropriations | Medium Term Expenditure Estimate |                      |                      |                      |
|--|------------------|------------------|-------------------|-------------------------|----------------------------------|----------------------|----------------------|----------------------|
|  | 2011/12          | 2012/13          | 2013/14           | 2014/15                 | 2015/16                          | 2016/17              | 2017/18              | 2018/189             |
| <b>Available Budget</b>                                    |                  |                  |                   | <b>*30 000 000.00</b>   | <b>21 180 000.00</b>             | <b>22 344 900.00</b> | <b>25 652 000.00</b> | <b>28 217 200.00</b> |
| Program 1 : Trade, investment promotion and facilitation   | 0                | 0                | 0                 | <b>2 579 000.00</b>     | 1 179 000.00                     | 1 779 000.00         | 1 801 000.00         | 2 044 000.00         |
| Program 2 : Resource mobilization for high impact projects | 2, 611,463.00    | 2,296,482        | 4,000,000         | <b>1 200 000.00</b>     | 840 000.00                       | 940 000.00           | 840 000.00           | 1 200 000.00         |
| Program 3 : Skills development and capacity building       | 383,806.00       | 273,327          | 300,000           | <b>3 340 000.00</b>     | 1 830 000.00                     | 2 230 000.00         | 3 230 000.00         | 5 032 200.00         |
| Program 4 :Implementation of high-impact projects          | 0                | 0                | 2,600,000         | <b>1 080 000.00</b>     | 430 000.00                       | 430 000.00           | 680 000.00           | 680 000.00           |
| Program 5 :Rationalisation of existing projects            | 0                | 0                | 0                 | <b>7 380 000.00</b>     | 4 680 000.00                     | 4 744 900.00         | 6 680 000.00         | 6 890 000.00         |
| Program 6 : Stakeholder Management and Partnerships        | 0                | 0                | 0                 | <b>710 000.00</b>       | 710 000.00                       | 710 000.00           | 710 000.00           | 860 000.00           |
| Program 7: Administration and corporate services           | 383,806          | 273,327          | 900,000           | <b>10 412 000.00</b>    | 9 412 000.00                     | 9 412 000.00         | 9 412 000.00         | 9 412 000.00         |
| Program 8 : Risk management & Audit                        | 1,936,268        | 3,052,358        | 9,200,000         | <b>3 135 000.00</b>     | 1 935 000.00                     | 1 935 000.00         | 1 935 000.00         | 1 935 000.00         |
| Program 9 : Financial Management                           | 744,143          | 49,420           | 1,400,000         | <b>164 000.00</b>       | 164 000.00                       | 164 000.00           | 164 000.00           | 164 000.00           |
| <b>Total</b>   | <b>7,213,960</b> | <b>6,548,050</b> | <b>20,000,000</b> | <b>30 000 000.00</b>    | <b>21 180 000.00</b>             | <b>22 344 900.00</b> | <b>25 652 000.00</b> | <b>28 217 200.00</b> |

\* R20 000 000.00 Appropriation

\* R10 000 000.00 ANDA Reserves

| Economic Classification                  | Audited outcomes |           |           | Adjusted Appropriations | Medium Term Expenditure Estimate |             |            |            |
|--|------------------|-----------|-----------|-------------------------|----------------------------------|-------------|------------|------------|
|  | 2010/11          | 2011/12   | 2012/2013 |                         | 2014/15                          | 2015/16     | 2016/17    | 2017/18    |
| Current payments                         |                  |           |           |                         |                                  |             |            |            |
| Compensation of employees                |                  |           |           |                         |                                  |             |            |            |
| Salaries and wages                       | 213 999          | 2 564 509 | 6,942,287 | 9,996,500               | 10, 662,550                      | 11, 408,928 | 12 391 309 | 13 258 701 |
| Social contributions                     | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Goods and services                       |                  |           |           |                         |                                  |             |            |            |
| Administrative fees                      | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Advertising                              | 87 216           | 0         | 0         | 300 000                 | 321 000                          | 343 470     | 367 512    | 393 238    |
| Agency and support / outsourced services | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Assets less than R5 000                  | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Audit costs                              | 744 143          | 49 420    | 900,000   | 2,000,000               | 2 140 000                        | 2 289 800   | 2 450 086  | 2 621 592  |
| Bank charges                             | 3847             | 13 495    | 0         | 45 000                  | 48 150                           | 51 520      | 55 126     | 58 985     |
| Board costs                              | 126 745          | 21 885    | 0         | 550 000                 | 588 500                          | 629 695     | 673 773    | 720 937    |
| Bursaries (employees)                    | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Catering: internal activities            | 0                | 0         | 18,000    | 45,000                  | 48,150                           | 51,520      | 51,520     | 51,520     |
| Communication                            | 0                | 0         | 40,000    | 60,000                  | 64,200                           | 68,694      | 68,694     | 68,694     |
| Computer services                        | 27 373           | 32 676    | 71,000    | 120,000                 | 128,400                          | 137,388     | 137,388    | 137,388    |
| Consultants                              | 1 15 4 474       | 603 136   | 0         | 1 600 000               | 1 712 000                        | 1 831 840   | 1 960 068  | 2 097 273  |
| Contractors                              | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Entertainment                            | 0                | 0         | 0         | 25 000                  | 26 750                           | 28 622      | 30 626     | 32 769     |
| Inventory                                | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Lease Payments                           | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Legal fees                               | 0                | 0         | 0         | 200 000                 | 214 000                          | 228 980     | 245 008    | 262 159    |
| Non- life insurance                      | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |
| Printing and publication                 | 0                | 0         | 0         | 0                       | 0                                | 0           | 0          | 0          |

| <b>Economic Classification</b>                                      | <b>Audited outcomes</b> |        |       | <b>Adjusted Appropriations</b> | <b>Medium Term Expenditure Estimate</b> |           |           |           |
|---|-------------------------|--------|-------|--------------------------------|---|-----------|-----------|-----------|
| Property payments   | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Repairs and maintenance   | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Research and development  | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Training and staff development                                      | 0                       | 29 370 | 0     | 420 000                        | 449 400                                 | 480 858   | 514 518   | 550 534   |
| Travel and subsistence  | 0                       | 0      | 0     | 1 200 000                      | 1 284 000                               | 1 373 880 | 1 470 051 | 1 572 955 |
| Water and electricity   | 0                       | 70292  | 0     | 100 000                        | 107 000                                 | 114 490   | 122 504   | 131 079   |
| Venues and facilities   | 0                       | 0      | 0     | 100 000                        | 107 000                                 | 114 990   | 123 039   | 131 652   |
| Other unclassified expenditure                                      | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Of Which:   | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Admin expenses  | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Postal and Courier  | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Printing and Stationery   | 7414                    | 43306  | 0     | 60 000                         | 64 00                                   | 68 694    | 73 502    | 78 647    |
| Casual Wages  | 0                       | 18000  | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| International fundraising   | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Recruitment Cost  | 11 735                  | 92 639 | 0     | 840 000                        | 898 800                                 | 961 716   | 1 029 036 | 1 101 068 |
| Staff Welfare expense   | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Strategic Planning  | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Telephone and Fax expenses  | 0                       | 0      | 0     | 250 000                        | 267 500                                 | 286 225   | 306 260   | 327 699   |
| Website hosting and management                                      | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Subscriptions   | 0                       | 0      | 1,000 | 15,000                         | 16,050                                  | 17,173    | 17,173    | 17,173    |
| Office General costs (Pest control service)                         | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Insurance paid  | 0                       | 0      | 0     | 120 000                        | 128 400                                 | 137 388   | 147 005   | 157 295   |
| Management Fee  | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |
| Other expenditure (Uniform; Stationery; Refurbishment; Awards, etc) | 0                       | 0      | 0     | 0                              | 0                                       | 0         | 0         | 0         |

| Economic Classification                         | Audited outcomes |         |           | Adjusted Appropriations | Medium Term Expenditure Estimate |         |         |         |
|---|------------------|---------|-----------|-------------------------|----------------------------------|---------|---------|---------|
|   | 2010/11          | 2011/12 | 2012/2013 | 2013/2014               | 2014/15                          | 2015/16 | 2016/17 | 2017/18 |
| Non-profit institutions                         | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Households                                      | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Social benefits                                 | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Other transfers to households                   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Technical reserves (social security funds only) | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Tax payment                                     | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Outside shareholders Interest                   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       |
| Total Expenditure                               |                  |         |           |                         |                                  |         |         |         |
| Check   |                  |         |           |                         |                                  |         |         |         |

| Economic Classification   | Audited outcomes |         |           | Adjusted Appropriations | Medium Term Expenditure Estimate |         |         |         |         |
|---|------------------|---------|-----------|-------------------------|----------------------------------|---------|---------|---------|---------|
|   | 2010/11          | 2011/12 | 2012/2013 |                         | 2014/15                          | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
| Depreciation and amortization   | 0                | 0       | 0         | 150 000                 | 160 500                          | 171 735 | 183 756 | 196 619 | 209286  |
| Losses from   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Sale of fixed assets  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Impairments and Adjustments to Fair Value                                   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Adjustments to Fair value of financial assets                               | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Impairments to non-financial assets   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Other   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Interest, dividends and rent on land  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Interest  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Dividends   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Rent on land  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Transfers and subsidies   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Provinces   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Employer Grant (SETAs only)   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Discretionary Grant (SETAs only)  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Municipalities  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Departmental agencies and accounts  | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Higher education institutions   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
|   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Foreign governments and international organizations                         | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Public corporations and private enterprises (subsidies and other transfers) | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Public corporations   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |
| Private enterprises   | 0                | 0       | 0         | 0                       | 0                                | 0       | 0       | 0       | 0       |



## 6.6.2 Relating expenditure trends to strategic outcome oriented goals

| REALISATION OF INSTITUTIONAL OUTCOMES   | METF ALLOCATIONS |
|---|------------------|
| Growth and strengthened business and co-operative enterprises in the district | R 3,065,160.00   |
| Increased revenue base of the district  | R 28,795,383.67  |
| Improved strategic district infrastructure                                    | R 10,754,400.00  |
| A vibrant and innovative economic environment                                 | R 15,386,896.00  |
| Enhanced efficiencies in business and municipal planning                      | R 3,900,000.00   |
| Increased district asset efficiency   | R 7,269,600.00   |
| Partner development value-add   | R 8,543,520.00   |
| Organisational efficiency   | R 68,100,742.70  |
| Enhanced governance and accountability standards of the ANDA                  | R 7,942,392.64   |
| Increase, protect and diversify ANDA funding base                             | R1,523,920.00    |

## **PART B: PROGRAM AND SUB PROGRAM PLANS**

### **7. ANDA Strategy map**

Based on the ANDA strategic intent and its strategy map presented in Appendix A, the performance levels for the period 2014/15 and beyond are hereunder articulated within the context of the four perspectives of the balance score card. The four perspectives are the financial, stakeholder, internal business processes and innovation, growth and development perspectives.

The use of the balanced score card assists the organisation to focus on adding value to the shareholder by develop clear measures for performance and cascading these downwards in the organisation in order that everyone in the organisation can work in a synergistic manner and work towards the same objective.

#### **4.1 The Financial perspective**

The strategic objective for this perspective is to increase and diversify the funding base of ANDA whilst containing costs in order that ANDA can perform its mandate. In this regard ANDA will raise at least R100m through its approved budget vote and partners.

This will be achieved by ensuring that legislated submissions to the District Municipality are submitted in time within the framework and protocols agreed.

The financial management systems of the ANDA will be upgraded to ensure that expenditure is kept within budget and that variations to actual budget are kept within the 5% range either way at the worst case scenario. All things being equal the ANDA plans to keep these variances within the 0% range either way.

#### **4.2 The stakeholder perspective**

The strategic objective for this perspective is to develop programs and services that meet stakeholder expectations. In this regard 40% of business and cooperative enterprises will gain acces to ANDA facilitated business information initaitives. Business and co-operative enterprise will grow by 20% and at least 500 new business entrants will be active in the district. The vloume of buisnes transaction will gorw by 20% from the baseline levels to be

established in the current financial year owing to the business information saving initiatives promoted by ANDA .

It is expected that at least 300 businesses from the district will export their products and at least 1000 seasonal jobs would be created as a result of the promotion of trade in the district. Enterprises supported through ANDA trade promotion initiatives will increase their production rate by 80% and cut their costs by 30% whilst increasing their turnover by 30%. At least 70% of all business entrants supported through ANDA capacity building initiatives will survive the first 18 months of establishment.

Communication efforts to increase the brand value of the ANDA will be instituted in the reporting period by designing at least 1 Communications Manual. A Customer Perception survey to measure stakeholder perceptions of the ANDA on the basis of the actual as against the desired image will be conducted in order to direct and target ANDA stakeholder issue gaps and satisfaction levels. This will assist the ANDA to monitor and improve its relationship with its stakeholders and ensure that all stakeholder issues are attended to.

ANDA plans through its resource mobilization initiatives to mobilize at least R3bn for strategic infrastructure in the district in favor of 4 Municipal rental housing stock, 4 Agricultural Silos, 3 Cold Storage facilities and 4 other strategic infrastructure projects in the district.

As a function of its investment promotion activities ANDA plans to attract at least R250m of investment into the district and that at least 1000 jobs would be created as a result of the investment levels that would have been attracted to the district. Further, through its sweating of the district assets program, ANDA will drive at least 60% of the assets of the district to deliver economic value by generating R100m.

5 branding events, 20 articles in newspapers and 5 features on Television stations are planned for this period. At least 5000 online social media postings to targeted audiences are planned through its marketing, communications and stakeholder management program.

### **4.3 The business process perspective**

The strategic objective for the business process perspective is to strengthen ANDA processes, systems and procedures. In this regard in the reporting period, ANDA will develop and update its operating systems and manuals, streamline its operating policies, develop knowledge management systems and institutionalize standardardise its operating systems. A Human Resources Information Management System (HRIMS) will be instituted in order to ensure that there is 100% accuracy of personnel data.

### **4.4 The innovation, learning and growth perspective**

The strategic objective in respect of the innovation, learning and growth perspective is to build organizational competencies to deliver ANDA programs and services that deliver ANDA added-value programs and services. In this regard ANDA in the reporting period will continue to develop its human capital base so that it can deliver products and services that meet stakeholder expectations.

Consequently it is planned that 100% of the ANDA staff recruited will remain with the organisation. All ANDA jobs will be evaluated and graded. All vacancies will be filled within agreed turnaround times, all staff will sign their performance agreements and performance will be measured against targets in order to ensure that 100% of targets set are achieved. 2 staff persons in each department will be identified as succession candidates in line with the succession policy that will be develop in the reporting period. An Employment Equity Plan for the organisation will be developed in the reporting period in order to ensure that the organisation is reflective of the district demography.

In respect of human resource development it is planned that a Workplace Skills Plan will be in place and that training will be provided to meet all identified skills gaps. This will lead to improved performance levels and productivity in the organisation. A Wellness program will be pursued in order to ensure that staff is fully functioning in their allocated post.

## 5 Programs and sub program plans

### 5.1 Program 1: Trade, investment promotion and facilitation

**Programme purpose:** To expose business and cooperative enterprise to domestic and international markets and trade

#### 5.1.1 Strategic objective annual targets for 2014/2015

| Strategic objective:<br>Growth and strengthened business and co-operative enterprises in the district | Audited/Actual Performance |           |           | Estimated Performance | Medium-term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2016/2017           | 2017/2018 | 2018/2019 |
| KEY PERFORMANCE AREA  |                            |           |           | PERFORMANCE LEVELS    |                     |           |           |
| Agricultural Sector Businesses (ECRDA/Ludeke Agro-processing, etc.)                                   | 0                          | 0         | 5%        | 5%                    | 7%                  | 8%        | 10%       |
| Agricultural grain hectares development   | 0                          | 0         | 0         | 10h                   | 15h                 | 20h       | 30h       |
| Msukeni enterprise (restaurant, filling station, etc.)  |                            |           |           |                       |                     |           |           |
| Goxe maize production   | 0                          | 0         | 18h       | 30h                   | 50h                 | 100h      | 150h      |
| Emfundisweni (B&B, Bakery, Lease land, skills training centre, shopping mall, IT centre, etc.)        | 0                          | 0         | 0         | 80                    | 120                 | 160       | 200       |
| Umzimvubu pole treatment plant  | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Peach value addition project  | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Aloe project  | 0                          | 0         | 0         | 1                     | 1                   | 2         | 3         |
| Matatiele milling plant   | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Mbizana chicken abattoir (Fort  | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |

| Strategic objective:<br>Growth and strengthened business and co-operative enterprises in the district | Audited/Actual Performance |           |           | Estimated Performance | Medium-term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2016/2017           | 2017/2018 | 2018/2019 |
| Donald)   |                            |           |           |                       |                     |           |           |
| Rural development (e-governance, synergy, with CIO, infrastructure rollout, etc.)                     | 0                          | 0         | 0         | 1                     | 1                   | 2         | 3         |
| Marketing Strategy and Plan   | 0                          | 0         | 1         | 1                     | 1                   | 1         | 1         |

### 5.1.2 Programme performance indicators for annual targets 2014/15

| Program performance indicator   | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Number of ECRDA/Ludeke Steering Committee (RED) meetings attended.        | 0                          | 0         | 0         | 4                     | 4                   | 4         | 4         |
| ECRDA/Ludeke RED started  | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| ECRDA/Ludeke RED completed  | 0                          | 0         | 0         | 0                     | 1                   | 1         | 1         |
| Msukeni feasibility study conducted                                       | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Msukeni strategic business plan completed                                 | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Number of Goxe hectares cultivated and harvested for vegetable production | 0                          | 0         | 0         | 10h                   | 15h                 | 20h       | 30h       |
| Number of Goxe hectares cultivated and harvested for maize production     | 0                          | 0         | 18h       | 30h                   | 50h                 | 100h      | 150h      |
| Number of Goxe vegetable bags produced                                    | 0                          | 0         | 0         | 200                   | 250                 | 500       | 750       |

|   |   |   |          |          |          |          |            |
|---|---|---|----------|----------|----------|----------|------------|
| Number of Goxe vegetable bags sold  | 0 | 0 | 0        | 100      | 150      | 300      | 450        |
| Number of Goxe maize tons/h produced                                      | 0 | 0 | 54tons   | 90tons   | 150tons  | 300tons  | 450tons    |
| Number of Goxe maize bags produced  | 0 | 0 | 1080     | 1800     | 3000     | 6000     | 9000       |
| Number of Goxe maize bags sold  | 0 | 0 | 972      | 1620     | 2700     | 5400     | 8100       |
| Rand value received by Goxe from retail earnings                          | 0 | 0 | R145 800 | R243 000 | R405 000 | R810 000 | R1 215 000 |
| Number of new hectares established  | 0 | 0 | 10h      | 20h      | 30h      | 40h      | 50h        |
| Mfundisweni agreement developed and signed                                | 0 | 0 | 0        | 1        | 1        | 1        | 1          |
| Mfundisweni feasibility study conducted                                   | 0 | 0 | 0        | 1        | 1        | 1        | 1          |
| Umzimvubu pole treatment plant feasibility study conducting               | 0 | 0 | 0        | 1        | 1        | 1        | 1          |
| Umzimvubu pole treatment plant strategic business plan completed          | 0 | 0 | 0        | 0        | 1        | 1        | 1          |
| Aloe project feasibility study conducted                                  | 0 | 0 | 0        | 1        | 1        | 1        | 1          |
| Aloe project strategic business plan completed                            | 0 | 0 | 0        | 0        | 1        | 1        | 1          |
| Matatiele milling plant feasibility study conducted                       | 0 | 0 | 1        | 1        | 1        | 1        | 1          |
| Matatiele milling plant strategic plan business plan completed            | 0 | 0 | 0        | 1        | 1        | 1        | 1          |
| Mbizana chicken abattoir (Fort Donald) feasibility study conducted        | 0 | 0 | 0        | 1        | 1        | 1        | 1          |
| Mbizana chicken abattoir ( Fort Donald) strategic business plan completed | 0 | 0 | 0        | 0        | 1        | 1        | 1          |
| ICT strategy development  | 0 | 0 | 0        | 0        | 1        | 1        | 1          |

|                                       |   |   |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|---|---|
| Marketing Strategy and Plan (Revised) | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
|---------------------------------------|---|---|---|---|---|---|---|

### 5.1.3 Quarterly targets for 2014/15

| Performance indicator   | Reporting period | Annual target | Quarterly targets |     |     |                 |
|---|------------------|---------------|-------------------|-----|-----|-----------------|
|   |                  |               | 1st               | 2nd | 3rd | 4 <sup>th</sup> |
| Number of ECRDA/Ludeke Steering Committee (RED) meetings attended.        | Quarterly        | 4             | 4                 | 4   | 4   | 4               |
| ECRDA/Ludeke RED started  | Quarterly        | 1             | 1                 | 1   | 1   | 1               |
| ECRDA/Ludeke RED completed  | Quarterly        | 0             | 0                 | 0   | 0   | 0               |
| Msukeni feasibility study conducted                                       | Quarterly        | 1             | 0                 | 0   | 0   | 1               |
| Msukeni strategic business plan completed                                 | Quarterly        | 1             | 0                 | 0   | 1   | 0               |
| Number of Goxe hectares cultivated and harvested for vegetable production | Quarterly        | 10h           | 3h                | 2h  | 3h  | 2h              |
| Number of Goxe hectares cultivated and harvested for maize production     | Quarterly        | 18h           | 0                 | 0   | 0   | 18              |
| Number of Goxe vegetable bags produced                                    | Quarterly        | 800           | 240               | 160 | 240 | 160             |
| Number of Goxe vegetable bags sold  | Quarterly        | 720           | 210               | 150 | 210 | 150             |
| Number of Goxe maize bags produced  | Quarterly        | 1080          | 0                 | 0   | 0   | 1080            |
| Number of Goxe maize bags sold  | Quarterly        | 970           | 0                 | 0   | 0   | 972             |
| Rand value received by Goxe from retail earnings                          | Quarterly        | R145 000      | 0                 | 0   | 0   | R145 000        |



|  |           |     |   |     |   |   |
|--|-----------|-----|---|-----|---|---|
| Number of new hectares established                                       | Quarterly | 10h | 0 | 10h | 0 | 0 |
| Mfundisweni agreement developed and signed                               | Quarterly | 1   | 0 | 0   | 1 | 0 |
| Mfundisweni feasibility study conducted                                  | Quarterly | 1   | 0 | 0   | 0 | 1 |
| Umzimvubu pole treatment plant feasibility study conducting              | Quarterly | 1   | 0 | 0   | 1 | 0 |
| Umzimvubu pole treatment plant strategic business plan completed         | Quarterly | 1   | 0 | 0   | 0 | 1 |
| Aloe project feasibility study conducted                                 | Quarterly | 1   | 0 | 0   | 1 | 0 |
| Aloe project strategic business plan completed                           | Quarterly | 1   | 0 | 0   | 0 | 1 |
| Matatiele milling plant feasibility study conducted                      | Quarterly | 1   | 0 | 0   | 1 | 0 |
| Matatiele milling plant strategic plan business plan completed           | Quarterly | 1   | 0 | 0   | 0 | 1 |
| Mbizana chicken abattoir (Fort Donald) feasibility study conducted       | Quarterly | 1   | 0 | 0   | 1 | 0 |
| Mbizana chicken abattoir (Fort Donald) strategic business plan completed | Quarterly | 1   | 0 | 0   | 0 | 1 |
| ICT strategy development   | Quarterly | 1   | 0 | 0   | 0 | 1 |
| Marketing Strategy and Plan (Revised and updated)                        | Quarterly | 1   | 0 | 0   | 1 | 0 |

#### 5.1.4 Reconciling performance targets with the budget and MTEF

| Expenditure  | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015    | 2015/2016  | 2016/2017  | 2017/2018  | 2018/2019  |
|--|-----------|-----------|-----------|--------------|------------|------------|------------|------------|
| Agricultural Sector Businesses (ECRDA/Ludeke Agro-processing, etc.)                            | 0         | 0         | 0         | 20 000.00    | 20 000.00  | 20 000.00  | 20 000.00  | 20 000.00  |
| Agricultural grain hectares development  | 0         | 0         | 0         | 14 000.00    | 14 000.00  | 14 000.00  | 14 000.00  | 14 000.00  |
| Msukeni enterprise (restaurant, filling station, etc.)   | 0         | 0         | R1m       | 100 000.00   | 100 000.00 | 100 000.00 | 100 000.00 | 100 000.00 |
| Goxe maize production  | R922 822  | R900 000  | R1m       | 1 500 000.00 | 300 000.00 | 300 000.00 | 300 000.00 | 300 000.00 |
| Emfundisweni (B&B, Bakery, Lease land, skills training centre, shopping mall, IT centre, etc.) | 0         | 0         | R2000 000 | 35 000.00    | 35 000.00  | 35 000.00  | 57 000.00  | 100 000.00 |
| Umzimvubu pole treatment plant   | 0         | 0         | 0         | 50 000.00    | 50 000.00  | 50 000.00  | 50 000.00  | 50 000.00  |
| Peach value addition project   | 0         | R200 000  | R500 000  | 30 000.00    | 30 000.00  | 30 000.00  | 30 000.00  | 30 000.00  |
| Aloe project   | 0         | 0         | 0         | 50 000.00    | 50 000.00  | 50 000.00  | 50 000.00  | 50 000.00  |
| Matatiele milling plant  | 0         | 0         | 0         | 50 000.00    | 50 000.00  | 50 000.00  | 50 000.00  | 50 000.00  |

|   |   |   |   |                     |                     |                     |                     |                     |
|---|---|---|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Mbizana chicken abattoir (Fort Donald)  | 0 | 0 | 0 | 50 000.00           | 50 000.00           | 50 000.00           | 50 000.00           | 50 000.00           |
| Rural development (e-governance, synergy, with CIO, infrastructure rollout, etc.) | 0 | 0 | 0 | 50 000.00           | 50 000.00           | 50 000.00           | 50 000.00           | 250 000.00          |
| Marketing Strategy and Plan (Revision)  | 0 | 0 | 0 | 30 000.00           | 30 000.00           | 30 000.00           | 30 000.00           | 30 000.00           |
| Investment Promotion  | 0 | 0 | 0 | 6000 000.00         | 400 000.00          | 1 000 000.00        | 1 000 000.00        | 1 000 000.00        |
| <b>Total</b>  |   |   |   | <b>2 579 000.00</b> | <b>1 179 000.00</b> | <b>1 179 000.00</b> | <b>1 801 000.00</b> | <b>2 044 000.00</b> |

## 5.2 Program 2: Resource mobilisation for high impact projects

### Programme purpose:

#### 5.2.1 Strategic objective annual targets for 2014/2015

| Strategic objective:<br>Increased revenue base of the district | Audited/Actual Performance |                    |           | Estimated performance | Medium-term targets |           |           |
|--|----------------------------|--------------------|-----------|-----------------------|---------------------|-----------|-----------|
|  | 2011/2012                  | 2012/2013          | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| KEY PERFORMANCE AREA   |                            | PERFORMANCE LEVELS |           |                       |                     |           |           |
| Infrastructure development                                     | 0                          | 0                  | 0         | 1                     | 2                   | 3         | 3         |
| Project and business packaging                                 | 0                          | 0                  | 0         | 4                     | 8                   | 14        | 16        |
| Funding models and institutional mechanisms                    | 0                          | 0                  | 0         | 2                     | 4                   | 6         | 6         |
| Investment attractions   | 0                          | 0                  | 0         | 1                     | 3                   | 6         | 6         |
| Implementing agent role  | 0                          | 0                  | 0         | 1                     | 3                   | 6         | 6         |

#### 5.2.2 Programme performance indicators for annual targets 2014/15

| Program performance indicator                                 | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Number of strategic infrastructure initiatives                | 0                          | 0         | 1         | 2                     | 2                   | 2         | 4         |
| Rand value for strategic infrastructure investments generated | 0                          | 0         | 0         | R2.500 000            | R5m                 | R10m      | R10m      |
| Number of projects and businesses packaged                    | 0                          | 0         | 0         | 4                     | 8                   | 12        | 16        |
| Ideal funding model and institutional mechanisms              | 0                          | 0         | 0         | 2                     | 4                   | 4         | 4         |

|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| developed   |   |   |   |   |   |   |   |
| Number of investors attracted   | 0 | 0 | 0 | 1 | 3 | 6 | 6 |
| Number of investors operating in the district   | 0 | 0 | 0 | 0 | 2 | 3 | 3 |
| Number of opportunities implemented by ANDA for provincial and/or national Government | 0 | 0 | 0 | 2 | 4 | 4 | 4 |
|   |   |   |   |   |   |   |   |

### 5.2.3 Quarterly targets for 2014/15

| Performance indicator   | Reporting period 2014/15 | Annual target 2014/15 | Quarterly targets |                 |                 |                 |
|---|--------------------------|-----------------------|-------------------|-----------------|-----------------|-----------------|
|   |                          |                       | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Number of strategic infrastructure initiatives  | Quarterly                | 2                     | 0                 | 0               | 1               | 1               |
| Rand value for strategic infrastructure investments generated                         | Quarterly                | R2 500 000m           | 0                 | 0               | 0               | R2 5000 00      |
| Number of projects and businesses packaged  | Quarterly                | 4                     | 0                 | 0               | 2               | 2               |
| Ideal funding model and institutional mechanisms developed                            | Quarterly                | 2                     | 0                 | 0               | 1               | 1               |
| Number of investors attracted   | Quarterly                | 1                     | 0                 | 0               | 1               | 0               |
| Number of investors operating in the district   | Quarterly                | 0                     | 0                 | 0               | 0               | 0               |
| Number of opportunities implemented by ANDA for provincial and/or national Government | Quarterly                | 2                     | 0                 | 0               | 2               | 0               |
|   |                          |                       |                   |                 |                 |                 |

**5.2.4 Reconciling performance targets with the budget and MTEF**  
**Expenditure estimates:**

| <b>Expenditure</b>                          | <b>2011/2012</b> | <b>2012/2013</b> | <b>2013/2014</b> | <b>2014/2015</b>    | <b>2015/2016</b>  | <b>2016/2017</b>  | <b>2017/2018</b>  | <b>2018/2019</b>    |
|---|------------------|------------------|------------------|---------------------|-------------------|-------------------|-------------------|---------------------|
| Infrastructure development                  | 0                | 0                | R500 000         | <b>350 000.00</b>   | 200 000.00        | 200 000.00        | 200 000.00        | 300 000.00          |
| Project and business reporting              | 0                | 0                | 0                | <b>300 000.0</b>    | 140 000.00        | 140 000.00        | 140 000.00        | 250 000.00          |
| Funding models and institutional mechanisms | 0                | 0                | R0               | <b>100 000.00</b>   | 100 000.00        | 100 000.00        | 100 000.00        | 100 000.00          |
| Investment attractions                      | 0                | 0                | 0                | <b>300 000.00</b>   | 300 000.00        | 300 000.00        | 300 000.00        | 450 000.00          |
| Implementing agent role                     | 0                | 0                | 0                | <b>150 000.00</b>   | 100 000.00        | 200 000.00        | 100 000.00        | 100 000.00          |
| <b>Total</b>                                |                  |                  |                  | <b>1 200 000.00</b> | <b>840 000.00</b> | <b>940 000.00</b> | <b>840 000.00</b> | <b>1 200 000.00</b> |

### 5.3 Program 3: Skills development and capacity building

**Program purpose:** To provide technical and non-financial support to business and co-operative enterprises

To enhance the efficiency and productivity of business enterprise in the district

#### 5.3.1 Strategic objective annual targets for 2014/2015

| Strategic objective:                   | Audited/Actual Performance |           |           | Estimated performance | Medium-term targets |           |           |
|--|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|  | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| KPA                                    |                            |           |           |                       |                     |           |           |
| Business and Technical skills training | 0                          | 0         | 0         | 4                     | 8                   | 12        | 16        |
| Incubator programme                    | 0                          | 1         | 1         | 3                     | 4                   | 5         | 5         |
| Quality assurance                      | 0                          | 0         | 0         | 3                     | 4                   | 5         | 5         |

#### 5.3.2 Programme performance indicators for annual targets 2014/15

| Program performance indicator   | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Reporting template for projects developed   | 0                          | 0         | 0         | 4                     | 8                   | 12        | 16        |
| Number of training opportunities for projects conducted (strategic business planning, management, governance, business, financial, technical etc) | 0                          | 0         | 0         | 4                     | 8                   | 12        | 16        |

|   |   |      |      |      |      |      |      |
|---|---|------|------|------|------|------|------|
| Number of training partnerships conducted   | 0 | 0    | 0    | 2    | 4    | 4    | 4    |
| Number of MoUs signed   | 0 | 1    | 0    | 2    | 4    | 4    | 4    |
| Incubator strategy and plan developed   | 0 | 0    | 0    | 1    | 1    | 1    | 1    |
| Number of incubators piloted  | 0 | 0    | 1    | 2    | 4    | 5    | 5    |
| Mentoring and coach plan  | 0 | 0    | 0    | 1    | 1    | 1    | 1    |
| Percentage increase in the production rate of goods and services                            | 0 | 0    | 15%  | 5%   | 10%  | 15%  | 20%  |
| Percentage reduction in costs of production as a result of ANDA interventions               | 0 | 0    | 0    | 5%   | 10%  | 15%  | 20%  |
| Percentage increase in business turnover  | 0 | 0    | 0    | 5%   | 10%  | 15%  | 20%  |
| Percentage survival rate of new business entrants over the first 18 months of establishment | 0 | 0    | 0    | 0    | 5%   | 10%  | 15%  |
| Number of community tourism projects provided with financial and non-financial support      | 0 | 0    | 1    | 2    | 4    | 4    | 4    |
| Number of keyhole garden projects provided with financial and non-financial support         | 0 | 50   | 300  | 450  | 500  | 750  | 900  |
| Number of farmers in the district supported through livestock improvement programs          | 0 | 2800 | 3000 | 4000 | 5000 | 5500 | 6000 |
|   |   |      |      |      |      |      |      |



### 5.3.3 Quarterly targets for 2014/15

| Performance indicator   | Reporting period 2014/15 | Annual target 2014/15 | Quarterly targets |                 |                 |                 |
|---|--------------------------|-----------------------|-------------------|-----------------|-----------------|-----------------|
|   |                          |                       | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Reporting template for projects developed   | Quarterly                | 4                     | 0                 | 0               | 3               | 1               |
| Number of training opportunities for projects conducted (strategic business planning, management, governance, business, financial, technical etc) | Quarterly                | 4                     | 0                 | 0               | 3               | 1               |
| Number of training partnerships conducted   | Quarterly                | 2                     | 0                 | 0               | 2               | 0               |
| Number of MoUs signed   | Quarterly                | 2                     | 0                 | 0               | 2               | 0               |
| Incubator strategy and plan developed   | Quarterly                | 1                     | 0                 | 0               | 0               | 1               |
| Number of incubators piloted  | Quarterly                | 2                     | 0                 | 0               | 0               | 1               |
| Mentoring and coach plan  | Quarterly                | 1                     | 0                 | 0               | 1               | 0               |
| Percentage increase in the production rate of goods and services  | Quarterly                | 5%                    | 0                 | 0               | 3%              | 2%              |
| Percentage reduction in costs of reduction as a result of ANDA interventions  | Quarterly                | 5%                    | 0                 | 0               | 3%              | 2%              |
| Percentage increase in business turnover  | Quarterly                | 5%                    | 0                 | 0               | 3%              | 2%              |
| Percentage survival rate of new business entrants over the first 18 months of establishment   | Quarterly                | 0                     | 0                 | 0               | 0               | 0               |
| Number of community tourism projects provided with financial and non-financial support  | Quarterly                | 2                     | 0                 | 0               | 2               | 0               |

|   |           |      |   |      |      |      |
|---|-----------|------|---|------|------|------|
| Number of keyhole garden projects provided with financial and non-financial support | Quarterly | 450  | 0 | 250  | 100  | 150  |
| Number of farmers in the district supported through livestock improvement programs  | Quarterly | 4000 | 0 | 1000 | 2000 | 1000 |
|   |           |      |   |      |      |      |

#### 5.3.4 Reconciling performance targets with the budget and MTEF

| Expenditure                            | 2011/2012 | 2012/2013    | 2013/2014    | 2014/2015           | 2015/2016           | 2016/2017           | 2017/2018           | 2018/2019           |
|--|-----------|--------------|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Business and Technical skills training | 0         | 0            | 1 820 000.00 | <b>2 310 000.00</b> | 1 000 000.00        | 1 000 000.00        | 1 500 000.00        | 3 000 000.00        |
| Incubator programme                    | 0         | 2 100 000.00 | 1m           | <b>1 000 000.00</b> | 800 000.00          | 1 200 000.00        | 1 700 000.00        | 2 000.000.00        |
| Quality assurance                      | 0         | 0            | 0            | <b>30 000.00</b>    | 30 000.00           | 30 000.00           | 30 000.00           | 30 000.00           |
| <b>Total</b>                           |           |              |              | <b>3 340 000.00</b> | <b>1 830 000.00</b> | <b>2 230 000.00</b> | <b>3 230 000.00</b> | <b>5 032 200.00</b> |

## 5.4 Program 4: Implementation of high impact projects

### Programme purpose:

#### 5.4.1 Strategic objective annual targets for 2014/2015

| Strategic objective:                          | Audited/Actual Performance |           |           | Estimated performance | Medium-term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| A vibrant and innovative economic environment |                            |           |           |                       |                     |           |           |
| <b>KPA</b>                                    |                            |           |           |                       |                     |           |           |
| Bankable business plans                       | 0                          | 0         | 0         | 3                     | 5                   | 7         | 9         |
| Financing partners commitments and agreements | 0                          | 0         | 0         | 3                     | 5                   | 7         | 9         |
| Implementation/roll out plans in place        | 0                          | 0         | 0         | 3                     | 5                   | 7         | 9         |

#### 5.4.2 Programme performance indicators for annual targets 2014/15

| Program performance indicator                                    | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|--|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|  | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Number of business plans developed                               | 0                          | 0         | 0         | 3                     | 5                   | 7         | 9         |
| Number of financing agreements signed                            | 0                          | 0         | 0         | 3                     | 5                   | 7         | 9         |
| Number of implementation/ rollout plans developed                | 0                          | 0         | 0         | 3                     | 5                   | 7         | 9         |
| Percentage success in the implementation of high impact projects | 0                          | 0         | 0         | 0                     | 60%                 | 60%       | 60%       |
|  |                            |           |           |                       |                     |           |           |

#### 5.4.3 Quarterly targets for 2014/15

| Performance indicator  | Reporting period | Annual target | Quarterly targets |     |     |     |
|--|------------------|---------------|-------------------|-----|-----|-----|
|  |                  |               | 1st               | 2nd | 3rd | 4th |
| Number of business plans developed                               | Quarterly        | 3             | 0                 | 0   | 1   | 2   |
| Number of financing agreements signed                            | Quarterly        | 3             | 0                 | 0   | 1   | 2   |
| Number of implementation/ rollout plans developed                | Quarterly        | 3             | 0                 | 0   | 1   | 2   |
| Percentage success in the implementation of high impact projects | Quarterly        | 0             | 0                 | 0   | 0   | 0   |
|  |                  |               |                   |     |     |     |

#### 5.4.4 Reconciling performance targets with the budget and MTEF

##### Expenditure estimates:

| Expenditure                                   | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015           | 2015/2016         | 2016/2017         | 2017/2018         | 2018/2019         |
|---|-----------|-----------|-----------|---------------------|-------------------|-------------------|-------------------|-------------------|
| Bankable business plans                       | 0         | 0         | 0         | 900 000.00          | 250 000.00        | 250 000.00        | 500 000.00        | 500 000.00        |
| Financing partners commitments and agreements | 0         | 0         | 0         | 100 000.00          | 100 000.00        | 100 000.00        | 100 000.00        | 100 000.00        |
| Implementation/roll out plans in place        |           |           |           | 80 000.00           | 80 000.00         | 80 000.00         | 80 000.00         | 80 000.00         |
| <b>Total</b>                                  |           |           |           | <b>1 080 000.00</b> | <b>430 000.00</b> | <b>430 000.00</b> | <b>680 000.00</b> | <b>680 000.00</b> |

## 5.5 Program 5: Rationalisation of existing projects

**Programme purpose:** To turnaround existing projects so as to make them sustainable

### 5.5.1 Strategic objective annual targets for 2014/2015

| <b>Strategic objective:</b><br>A vibrant and innovative economic environment | <b>Audited/Actual Performance</b> |           |           | <b>Estimated performance</b> | <b>Medium-term targets</b> |           |           |           |
|--|-----------------------------------|-----------|-----------|------------------------------|----------------------------|-----------|-----------|-----------|
|  | 2011/2012                         | 2012/2013 | 2013/2014 | 2014/2015                    | 2015/2016                  | 2016/2017 | 2017/2018 | 2018/2019 |
| <b>KPA</b>   |                                   |           |           |                              |                            |           |           |           |
| Databank, take stock of what exists  | 0                                 | 0         | 0         | 2                            | 2                          | 2         | 2         | 2         |
| Msukeni  | 0                                 | 0         | 0         | 1                            | 1                          | 1         | 1         | 1         |
| Fruit vegetable and grain production hectares development                    | 0                                 | 0         | 0         | 2                            | 2                          | 2         | 2         | 2         |
| Household gardens development  | 0                                 | 0         | 0         | 1                            | 1                          | 1         | 1         | 1         |
| Agricultural livestock farmer development                                    | 0                                 | 0         | 0         | 4                            | 4                          | 4         | 4         | 4         |
| Tourism exhibition platforms   | 0                                 | 1         | 1         | 3                            | 4                          | 6         | 6         | 8         |
| Tourism retail space   | 0                                 | 0         | 16m2      | 20m2                         | 20m2                       | 20m2      | 20m2      | 20m2      |
| Wood-cluster Pilot sites   | 0                                 | 0         | 1         | 1                            | 2                          | 2         | 2         | 2         |
| Medicinal plant and herb research facility                                   | 0                                 | 0         | 1         | 1                            | 1                          | 1         | 1         | 1         |
| SANAMI   | 0                                 | 1         | 1         | 1                            | 1                          | 1         | 1         | 1         |
| Honey production   | 0                                 | 0         | 1         | 1                            | 2                          | 2         | 3         | 3         |
| Rice production Feasibility Study & Concept Doc                              | 0                                 | 0         | 0         | 0                            | 1                          | 0         | 0         | 0         |

|                           |   |   |   |   |   |   |   |   |
|---------------------------|---|---|---|---|---|---|---|---|
| Sweet pepper              | 0 | 0 | 1 | 1 | 1 | 2 | 2 | 3 |
| Goats project – Umzimvubu | 1 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| Ntinga projects           | 0 | 0 | 0 | 4 | 5 | 0 | 0 | 0 |

#### 5.5.4 Programme performance indicators for annual targets 2014/15

| Program performance indicator   | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Rand value received by Msukeni from retail earnings (bead work, sewing and tomato)  | 0                          | 0         | 0         | R100 000              | R150 000            | R150 000  | R150 000  |
| Rand value received by Msukeni from retail earnings (hiring of conference facility) | 0                          | 0         | 0         | R100 000              | R100 000            | R150 000  | R150 000  |
| Number of Saphukanduku and Lutateni bags produced                                   | 0                          | 0         | 0         | ?                     | ?                   | ?         | ?         |
| Number of Saphukanduku and Lutateni bags sold                                       | 0                          | 0         | 0         | ?                     | ?                   | ?         | ?         |
| Rand value received by Saphukanduku and Lutateni from retail earnings               | 0                          | 0         | 0         | ?                     | ?                   | ?         | ?         |
| MoU signed with Mngcunube Development   | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |

|  |      |      |      |         |          |          |          |
|--|------|------|------|---------|----------|----------|----------|
| Number of household gardens established for vegetable production   | 0    | 50   | 250  | 350     | 450      | 500      | 500      |
| Number of farmers developed in agricultural livestock  | 2800 | 3000 | 4000 | 5000    | 5500     | 6000     | 2800     |
| Agreement with MaBhaca Craft Centre signed   | 0    | 0    | 0    | 1       | 1        | 1        | 1        |
| Rand value received by MaBhaca Craft Centre from retail earnings ( bead work, sewing, pottery and accommodation) | 0    | 0    | 0    | R50 000 | R150 000 | R200 000 | R250 000 |
| Number of LM's at the ANDM/ANDA stand at the Tourism Indaba  | 0    | 4    | 4    | 4       | 4        | 4        | 4        |
| Tourism event identification   | 0    | 1    | 1    | 3       | 3        | 4        | 5        |
| Number of exhibition spaces at the indaba in May 2015  | 0    | 0    | 0    | 4       | 0        | 0        | 0        |
| Wood Cluster development pilot studies   | 0    | 0    | 0    | 1       | 1        | 1        | 1        |

|  |   |   |      |      |      |      |      |
|--|---|---|------|------|------|------|------|
| Wood Cluster pilot sites                                       | 0 | 0 | 0    | 1    | 1    | 2    | 2    |
| Medicinal plant and herb concept developed                     | 0 | 0 | 0    | 1    | 1    | 1    | 1    |
| Medicinal plant and herb feasibility developed                 | 0 | 0 | 0    | 1    | 1    | 1    | 1    |
| Medicinal plant and herb strategic and business plan developed | 0 | 0 | 0    | 1    | 1    | 1    | 1    |
| Medicinal plant and herb research facility established         | 0 | 0 | 0    | 0    | 1    | 1    | 1    |
| SANAMI (FURNTECH) MoU reviewed                                 | 0 | 0 | 0    | 1    | 1    | 1    | 1    |
| Number of water bottles manufactured                           | 0 | 0 | 2000 | 2000 | 3000 | 3000 | 3500 |
| Number of bottled water produced                               | 0 | 0 | 2000 | 3000 | 3000 | 3000 | 3000 |



|  |   |   |   |         |         |         |         |
|--|---|---|---|---------|---------|---------|---------|
| Rand value received by SANAMI from retail earnings       | 0 | 0 | 0 | R20 000 | R22 000 | R24 000 | R26 000 |
| Honey production concept developed                       | 0 | 0 | 0 | 1       | 1       | 1       | 1       |
| Honey production feasibility developed                   | 0 | 0 | 0 | 1       | 1       | 1       | 1       |
| Kilograms of honey produced                              | 0 | 0 | 0 | 4000kg  | 4000kg  | 8000kg  | 10000kg |
| Rice production concept developed                        | 0 | 0 | 0 | 1       | 1       | 1       | 1       |
| Rice production feasibility study reviewed and developed | 0 | 0 | 0 | 0       | 1       | 1       | 1       |
| Rice production strategic and business plan developed    | 0 | 0 | 0 | 1       | 1       | 1       | 1       |
| Tons of rice produced / ha                               | 0 | 0 | 0 | 0       | 4000kg  | 4000kg  | 6000kg  |

|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| Sweet pepper concept developed and agreement signed | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| Sweet pepper feasibility developed                  | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| Sweet pepper strategic and business plan developed  | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| Umzimvubu Goats project                             | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| Due diligence report regarding NTINGA projects      | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Transitional plan                                   | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Transfer agreement signed with NTINGA               | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
|   |   |   |   |   |   |   |   |

### 5.5.5 Quarterly targets for 2014/15

| Performance indicator  | Reporting period | Annual target | Quarterly targets |                 |                 |                 |
|--|------------------|---------------|-------------------|-----------------|-----------------|-----------------|
|  |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Rand value received by Msukeni from retail earnings (bead work, sewing and tomato)                               | Quarterly        | R12 500       | 0                 | R 5000          | R500            | R2500           |
| Rand value received by Msukeni from retail earnings (hiring of conference facility)                              | Quarterly        | R50 000       | 0                 | 0               | R35 000         | R15 000         |
| Number of Saphukanduku and Lutateni bags produced  | Quarterly        | ?             | ?                 | ?               | ?               | ?               |
| Number of Saphukanduku and Lutateni bags sold  | Quarterly        | ?             | ?                 | ?               | ?               | ?               |
| Rand value received by Saphukanduku and Lutateni from retail earnings  | Quarterly        | ?             | ?                 | ?               | ?               | ?               |
| MoU signed with Mngcunube Development  | Quarterly        | 1             | 0                 | 1               | 0               | 0               |
| Number of household gardens established for vegetable production   | Quarterly        | 350           | 0                 | 200             | 100             | 50              |
| Number of farmers developed in agricultural livestock  | Quarterly        | 5000          | 0                 | 1000            | 2500            | 1500            |
| Agreement with MaBhaca Craft Centre signed   | Quarterly        | 1             | 0                 | 1               | 0               | 0               |
| Rand value received by MaBhaca Craft Centre from retail earnings ( bead work, sewing, pottery and accommodation) | Quarterly        | R50 000       | 0                 | 0               | R35 000         | R15 000         |
| Number of LM's at the ANDM/ANDA stand at the Tourism Indaba  | Quarterly        | 4             | 0                 | 0               | 0               | 4               |
| Tourism event identification   | Quarterly        | 3             | 0                 | 1               | 2               | 0               |
| Number of exhibition spaces at the indaba in May 2015  | Quarterly        | 4             | 0                 | 0               | 0               | 4               |

|  |           |         |   |       |         |       |
|--|-----------|---------|---|-------|---------|-------|
| Wood Cluster development pilot studies                         | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Wood Cluster pilot sites                                       | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Medicinal plant and herb concept developed                     | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Medicinal plant and herb feasibility developed                 | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Medicinal plant and herb strategic and business plan developed | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Medicinal plant and herb research facility established         | Quarterly | 0       | 0 | 0     | 0       | 0     |
| SANAMI (FURNTECH) MoU reviewed                                 | Quarterly | 1       | 0 | 1     | 0       | 0     |
| Number of water bottles manufactured                           | Quarterly | 2500    | 0 | 0     | 2000    | 500   |
| Number of bottled water produced                               | Quarterly | 2500    | 0 | 0     | 2000    | 500   |
| Rand value received by SANAMI from retail earnings             | Quarterly | R20 000 | 0 | R5000 | R10 000 | R5000 |
| Honey production concept developed                             | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Honey production feasibility developed                         | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Kilograms of honey produced                                    | Quarterly | 0       | 0 | 0     | 0       | 0     |
| Rice production concept developed                              | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Rice production feasibility study developed                    | Quarterly | 0       | 0 | 0     | 0       | 1     |
| Rice production strategic and business plan developed          | Quarterly | 1       | 0 | 0     | 0       | 1     |
| Tons of rice produced / ha                                     | Quarterly | 0       | 0 | 0     | 0       | 0     |

|   |           |   |   |   |   |   |
|---|-----------|---|---|---|---|---|
| Sweet pepper concept developed and agreement signed | Quarterly | 1 | 0 | 0 | 0 | 1 |
| Sweet pepper feasibility developed                  | Quarterly | 1 | 0 | 0 | 0 | 1 |
| Sweet pepper strategic and business plan developed  | Quarterly | 1 | 0 | 0 | 0 | 1 |
| Umzimvubu Goats project                             | Quarterly | 1 | 0 | 0 | 1 | 1 |
| Due diligence report regarding NTINGA projects      | Quarterly | 1 | 0 | 1 | 0 | 0 |
| Transitional plan                                   | Quarterly | 1 | 0 | 0 | 1 | 0 |
| Transfer agreement signed with NTINGA               | Quarterly | 0 | 0 | 0 | 1 | 0 |
|   |           |   |   |   |   |   |

#### 5.5.6 Reconciling performance targets with the budget and MTEF

##### Expenditure estimates:

| Expenditure   | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015    | 2015/2016    | 2016/2017    | 2017/2018    | 2018/2019    |
|---|-----------|-----------|-----------|--------------|--------------|--------------|--------------|--------------|
| Databank, take stock of what exists                       | 0         | 0         | 0         | 10 000.00    | 10 000.00    | 10 000.00    | 10 000.00    | 10 000.00    |
| Msukeni   | 0         | 0         | 0         | 100 000.00   | 100 000.00   | 100 000.00   | 100 000.00   | 100 000.00   |
| Fruit vegetable and grain production hectares development | 0         | 0         | 0         | 2 350 000.00 | 1 000 000.00 | 1 064 900.00 | 3 000 000.00 | 2 000 000.00 |
| Household gardens development                             | 0         | 0         | 0         | 450 000.00   | 450 000.00   | 450 000.00   | 450 000.00   | 450 000.00   |

|  |   |   |   |                     |                     |                     |                    |                     |
|--|---|---|---|---------------------|---------------------|---------------------|--------------------|---------------------|
| Agricultural livestock farmer development  | 0 | 0 | 0 | <b>1 300 000.00</b> | 800 000.00          | 800 000.00          | 800 000.00         | 800 000.00          |
| Tourism exhibition platforms               | 0 | 0 | 0 | <b>320 000.00</b>   | 200 000.00          | 200 000.00          | 200 000.00         | 200 000.00          |
| Tourism retail space                       | 0 | 0 | 0 | <b>50 000.00</b>    | 50 000.00           | 50 000.00           | 50 000.00          | 50 000.00           |
| Wood-cluster                               | 0 | 0 | 0 | <b>80 000.00</b>    | 80 000.00           | 80 000.00           | 80 000.00          | 80 000.00           |
| Medicinal plant and herb research facility | 0 | 0 | 0 | <b>250 000.00</b>   | 250 000.00          | 250 000.00          | 450 000.00         | 1 000 000.00        |
| SANAMI                                     | 0 | 0 | 0 | <b>1 000 000.00</b> | 1 000 000.00        | 1000 000.00         | 1000 000.00        | 1000 000.00         |
| Honey production                           | 0 | 0 | 0 | <b>500 000.00</b>   | 250 000.00          | 250 000.00          | 250 000.00         | 250 000.00          |
| Rice production                            | 0 | 0 | 0 | <b>330 000.00</b>   | 50 000.00           | 50 000.00           | 50 000.00          | 250 000.00          |
| Sweet pepper                               | 0 | 0 | 0 | <b>340 000.00</b>   | 340 000.00          | 340 000.00          | 340 000.00         | 500 000.00          |
| Goats project – Umzinvubu                  | 0 | 0 | 0 | <b>150 000.00</b>   | 50 000.00           | 50 000.00           | 50 000.00          | 150 000.00          |
| Ntinga projects                            | 0 | 0 | 0 | <b>150 000.00</b>   | 50 000.00           | 50 000.00           | 50 000.00          | 50 000.00           |
| <b>TOTAL</b>                               |   |   |   | <b>7 380 000.00</b> | <b>4 680 000.00</b> | <b>4 774 900.00</b> | <b>6 880 00.00</b> | <b>6 880 000.00</b> |

## 5.6 Program 6: Stakeholder management and partnerships

**Programme purpose:** To access value-adding partnerships that contributes to the development of the district.

### 5.6.1 Strategic objective annual targets for 2014/2015

| Strategic objective:<br>Partner Value Add      | Audited/Actual Performance |           |           | Estimated performance | Medium-term targets |           |           |
|--|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|  | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| <b>KPA</b>                                     |                            |           |           |                       |                     |           |           |
| Stakeholder management strategy and plan       | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Partnership development                        | 0                          | 0         | 0         | 4                     | 6                   | 8         | 10        |
| Rand value partnerships contribution by sector | 0                          | 0         | 0         | 0                     | R5m                 | R10m      | R20m      |
| Value adding partnerships retention            | 0                          | 0         | 0         | 4                     | 6                   | 8         | 10        |

### 5.6.2 Programme performance indicators for annual targets 2014/15

| Program performance indicator                              | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|--|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|  | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Stakeholder management strategy and plan developed         | 0                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Number of value adding partnerships by sector entered into | 0                          | 0         | 0         | 4                     | 6                   | 8         | 10        |

|   |   |   |   |   |     |      |      |
|---|---|---|---|---|-----|------|------|
| Rand value of partnership contributions by sector       | 0 | 0 | 0 | 0 | R5m | R10m | R20m |
| Percentage of active value adding partnerships retained | 0 | 0 | 0 | 0 | 20% | 40%  | 60%  |

### 5.6.3 Quarterly targets for 2014/15

| Performance indicator                                      | Reporting period | Annual target | Quarterly targets |                 |                 |                 |
|--|------------------|---------------|-------------------|-----------------|-----------------|-----------------|
|  |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Stakeholder management strategy and plan developed         | Quarterly        | 1             | 0                 | 0               | 1               | 0               |
| Number of value adding partnerships by sector entered into | Quarterly        | 4             | 0                 | 0               | 3               | 1               |
| R100m value of partnership contributions by sector         | Quarterly        | 0             | 0                 | 0               | 0               | 0               |
| Percentage of active value adding partnerships retained    | Quarterly        | 0             | 0                 | 0               | 0               | 0               |



## 5.6.4 Reconciling performance targets with the budget and MTEF

### Expenditure estimates:

| Expenditure                                    | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015         | 2015/2016         | 2016/2017         | 2017/2018         | 2018/2019         |
|--|-----------|-----------|-----------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Stakeholder management strategy and plan       | 0         | 0         | 0         | 50 000.00         | 50 000.00         | 50 000.00         | 50 000.00         | 50 000.00         |
| Partnership development                        | 0         | R900 000  | R500 000  | 650 000.00        | 650 000.00        | 650 000.00        | 650 000.00        | 800 000.00        |
| Rand value partnerships contribution by sector | 0         | 0         | 0         | 30 000.00         | 30 000.00         | 30 000.00         | 30 000.00         | 30 000.00         |
| Value adding partnerships retention            | 0         | 0         | 0         | 30 000.00         | 30 000.00         | 30 000.00         | 30 000.00         | 30 000.00         |
| <b>Total</b>                                   |           |           |           | <b>710 000.00</b> | <b>710 000.00</b> | <b>710 000.00</b> | <b>710 000.00</b> | <b>710 000.00</b> |

## 5.7 Program 7: Administration and Corporate Services

**Programme purpose:** To provide efficient shared corporate services

### 5.8.1 Strategic objective annual targets for 2014/2015

| Strategic objective:<br>Organisational efficiency | Audited/Actual Performance |           |           | Estimated performance | Medium-term targets |           |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 | 2011/2012 |
| <b>KPA</b>  |                            |           |           |                       |                     |           |           |           |
| Human Resources Management                        | 10%                        | 10%       | 50%       | 60%                   | 70%                 | 80%       | 85%       | 95%       |
| Communication, marketing & branding strategy      | 0                          | 0         | 1         | 1                     | 1                   | 1         | 1         | 1         |

|  |           |            |            |            |            |            |            |            |
|--|-----------|------------|------------|------------|------------|------------|------------|------------|
| Information communication Technology strategy and plan | 0         | 0          | 0          | 1          | 1          | 1          | 1          | 1          |
| Facilities Management                                  | 0         | 0          | 0          | 1          | 1          | 1          | 1          | 1          |
| Knowledge Management & Business Intelligence           | 0         | 0          | 0          | 1          | 1          | 1          | 1          | 1          |
| Administration   | R1787.431 | R1 488 675 | R1 897 713 | R1 135 000 | R1 198 950 | R1 000 000 | R1 500 000 | R1 750 000 |
| Stakeholder Management                                 | 0         | 0          | 0          | 1          | 1          | 1          | 1          | 1          |

### 5.7.2 Programme performance indicators for annual targets 2014/15

### 5.7.3 Quarterly targets for 2014/15

| Performance indicator   | Reporting period | Annual target | Quarterly targets |                 |                 |                 |
|---|------------------|---------------|-------------------|-----------------|-----------------|-----------------|
|   |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Number of staff identified for succession in identified posts | Quarterly        | 2             | 2                 | 2               | 2               | 2               |
| Percentage of jobs evaluated and graded                       | Quarterly        | 100%          | 0                 | 0               | 100%            | 100%            |

|   |           |      |      |      |      |      |
|---|-----------|------|------|------|------|------|
| Percentage of vacancies filled within the agreed turnaround time  | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage compliance with HR policies and procedures   | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage alignment of remuneration and benefits to positions as a result of regular salary market surveys | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage of accuracy and integrity of personnel information   | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage reduction in the number of Corporate Service Audit findings                                      | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage of personnel trained in the identified skills gap  | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage of positions filled as per the EE plan   | Quarterly | 100% | 100% | 100% | 100% | 100% |
| Percentage increase in ANDA brand awareness   | Quarterly | 30%  | 0    | 10%  | 20%  | 30%  |
| Number of branding events   | Quarterly | 1    | 0    | 0    | 1    | 0    |
| Number of social media postings   | Quarterly | 1000 | 0    | 0    | 200  | 800  |
| Number of media articles  | Quarterly | 5    | 0    | 1    | 2    | 5    |
| Number of TV features   | Quarterly | 1    | 0    | 0    | 0    | 1    |
| Percentage increase of press positive media mentions  | Quarterly | 40%  | 0%   | 15%  | 20%  | 40%  |

#### 5.7.4 Quarterly targets for 2014/15

| Performance indicator  | Reporting period | Annual target | Quarterly targets |                 |                 |                 |
|--|------------------|---------------|-------------------|-----------------|-----------------|-----------------|
|  |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Percentage stakeholder satisfaction & delight index                  | Quarterly        | 70%           | 0%                | 30%             | 50%             | 70%             |
| Percentage data accuracy on ANDA data base                           | Quarterly        | 100%          | 30%               | 50%             | 80%             | 100%            |
| Percentage variance in asset register reconciliation inventory count | Quarterly        | 0%            | 0%                | 0%              | 0%              | 0%              |
| Reduced number loss of data as a result of IT Management System      | Quarterly        | 0             | 0                 | 0               | 0               | 0               |

#### 5.7.5 Reconciling performance targets with the budget and MTEF

##### Expenditure estimates:

| Expenditure                                  | 2011/2012    | 2012/2013    | 2013/2014    | 2014/2015            | 2015/2016           | 2016/2017          | 2017/2018          | 2018/2019          |
|--|--------------|--------------|--------------|----------------------|---------------------|--------------------|--------------------|--------------------|
| Human Resources Management                   | 1 547 306.00 | 6 942 287.00 | 8 965 000.00 | <b>7 735 000.00</b>  | 7 735 000.00        | 7 735 000.00       | 7 735 000.00       | 7 735 000.00       |
| Communication, marketing & branding strategy | 10 465.00    | 180 000.00   | 1 500 000.00 | <b>370 000.00</b>    | 370 000.00          | 370 000.00         | 370 000.00         | 370 000.00         |
| Information communication Technology         | 5 930.00     | 180 000.00   | 250 000.00   | <b>75 000.00</b>     | 75 000.00           | 75 000.00          | 75 000.00          | 75 000.00          |
| Facilities Management                        | 0            | 0            | 3 500 000.00 | <b>1 800 000.00</b>  | 800 000.00          | 800 000.00         | 800 000.00         | 800 000.00         |
| Knowledge Management & Business Intelligence | 0            | 0            | 50 000.00    | <b>400 000.00</b>    | 400 000.00          | 400 000.00         | 400 000.00         | 400 000.00         |
| Administration                               | 1 488 657.00 | 1 897 713.00 | 1 135 000.00 | <b>22 000.00</b>     | 22 000.00           | 22 000.00          | 22 000.00          | 22 000.00          |
| Stakeholder Management Satisfaction          | 0            | 0            | 50 000.00    | <b>10 000.00</b>     | 10 000.00           | 10 000.00          | 10 000.00          | 10 000.00          |
| <b>Total</b>                                 |              |              |              | <b>10 412 000.00</b> | <b>9 412 000.00</b> | <b>9 412 00.00</b> | <b>9 412 00.00</b> | <b>9 412 00.00</b> |

## 5.9 Program 8: Risk Management & Internal Audit

**Programme purpose:** To limit the negative impact of organisational and environmental risks

### 5.9.1 Strategic objective annual targets for 2014/2015

| Strategic objective:<br>Enhanced governance and accountability standards of the ANDA | Audited/Actual Performance |           |           | Estimated performance | Medium-term targets |           |           |
|--|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|  | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| KEY PERFORMANCE AREAS  | PERFORMANCE LEVELS         |           |           |                       |                     |           |           |
| Risk management strategy and plan  | 0                          | 1         | 1         | 1                     | 1                   | 1         | 1         |
| Risk assessment completed  | 1                          | 0         | 0         | 1                     | 1                   | 1         | 1         |
| Divisional risk education events completed   | 1                          | 0         | 0         | 4                     | 4                   | 4         | 4         |
| Divisional fraud prevention education events   | 1                          | 0         | 0         | 4                     | 4                   | 4         | 4         |
| Internal audit policy strategy and plan  | 1                          | 0         | 1         | 1                     | 1                   | 1         | 1         |
| Internal Audit completed   | 1                          | 0         | 1         | 4                     | 4                   | 4         | 4         |
| Combined assurance plan  | 0                          | 0         | 1         | 1                     | 1                   | 1         | 1         |

### 5.9.2 Programme performance indicators for annual targets 2014/15

| Program performance indicator   | Audited/Actual Performance |           |           | Estimated Performance | Medium term targets |           |           |
|---|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|   | 2011/2012                  | 2012/2013 | 2013/2014 | 2014/2015             | 2015/2016           | 2016/2017 | 2017/2018 |
| Number of risks identified (only focused on top risks)                      | 0                          | 0         | 0         | <10                   | <5                  | <3        | <2        |
| Number of identified risks mitigated  | 0                          | 0         | 0         | 10                    | 5                   | 3         | 2         |
| Number of audit (AGSA) findings and recommendations addressed by management | 0                          | 0         | 0         | 40                    | 30                  | 20        | 10        |
| Number of audit findings (AGSA) under review                                | 103                        | 103       | 60        | 50                    | 40                  | 30        | 20        |
| Number of internal audit findings raised                                    | 0                          | 0         | 40        | 30                    | 20                  | 10        | 5         |
| Number of internal audit findings addressed                                 | 0                          | 0         | 0         | 10                    | 15                  | 10        | 5         |
| Number of fraud incidences identified and prevented                         | 0                          | 0         | 0         | 0                     | 0                   | 0         | 0         |

### 5.7.6 Quarterly targets for 2014/15

| Performance indicator   | Reporting period | Annual target | Quarterly targets |                 |                 |                 |
|---|------------------|---------------|-------------------|-----------------|-----------------|-----------------|
|   |                  |               | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Number of risks identified (only focused on top risks)                      | Annual           | <10           | <10               | 0               | 0               | 0               |
| Number of identified risks mitigated  | Quarterly        | 10            | 0                 | 2               | 5               | 10              |
| Number of audit (AGSA) findings and recommendations addressed by management | Quarterly        | 40            | 0                 | 20              | 30              | 40              |
| Number of audit findings (AGSA) under review                                | Quarterly        | 50            | 0                 | 10              | 40              | 50              |
| Number of internal audit findings raised                                    | Quarterly        | 30            | 0                 | 30              | 30              | 30              |
| Number of internal audit findings addressed                                 | Quarterly        | 10            | 0                 | 10              | 10              | 10              |
| Number of fraud incidences identified and prevented                         | Quarterly        | 0             | 0                 | 0               | 0               | 0               |

### 5.9.3 Reconciling performance targets with the budget and MTEF Expenditure estimates: Internal Audit & Risk

| Expenditure             | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015  | 2015/2016  | 2016/2017  | 2017/2018  | 2018/2019  |
|-------------------------|-----------|-----------|-----------|------------|------------|------------|------------|------------|
| Risk Management         | 0         | 0         | 0         | 220 000.00 | 220 000.00 | 220 000.00 | 220 000.00 | 220 000.00 |
| Fraud prevention        | 0         | 0         | 0         | 45 000.00  | 45 000.00  | 45 000.00  | 45 000.00  | 45 000.00  |
| Audit (AGSA)            |           |           |           | 750 000.00 | 750 000.00 | 750 000.00 | 750 000.00 | 750 000.00 |
| Audit committee         |           |           |           | 200 000.00 | 200 000.00 | 200 000.00 | 200 000.00 | 200 000.00 |
| Internal Audit          |           |           |           | 450 000.00 | 450 000.00 | 450 000.00 | 450 000.00 | 450 000.00 |
| Combined Assurance Plan |           |           |           | 100 000.00 | 100 000.00 | 100 000.00 | 100 000.00 | 100 000.00 |

|   |  |  |  |                     |                     |                     |                     |                     |
|---|--|--|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| Compliance                              |  |  |  | 90 000.00           | 90 000.00           | 90 000.00           | 90 000.00           | 90 000.00           |
| Policy Development & Review             |  |  |  | 80 000.00           | 80 000.00           | 80 000.00           | 80 000.00           | 80 000.00           |
| Strategic Planning, Monitoring & Review |  |  |  | 1 200 000.00        | 800 000.00          | 800 000.00          | 800 000.00          | 800 000.00          |
| <b>TOTAL</b>                            |  |  |  | <b>3 135 000.00</b> | <b>1 935 000.00</b> | <b>1 935 000.00</b> | <b>1 935 000.00</b> | <b>1 935 000.00</b> |

### 5.10 Programme 9 : Financial Management

**Programme purpose:** To provide the Agency with overall financial and supply chain management, and guide management in complying with legislative requirements, budget planning, financial management and administration.

#### 5.10.1 Strategic objective annual targets for 2014/2015

| Strategic objective:<br>Increase, protect and diversify ANDA funding base |     | Audited/Actual Performance |              |             | Estimated performance | Medium-term targets |              |               |
|---|-----|----------------------------|--------------|-------------|-----------------------|---------------------|--------------|---------------|
|   |     | 2011/2012                  | 2012/2013    | 2013/2014   | 2014/2015             | 2015/2016           | 2016/2017    | 2017/2018     |
| KEY PERFORMANCE AREAS   |     | PERFORMANCE LEVELS         |              |             |                       |                     |              |               |
| Revenue   | 9.1 | R 15 million               | R 20 million | R 31,1 mill | R 33,277mill          | R 34,162 mill       | R100 million | R 110 million |
| Financial management  | 9.2 | 0                          | 0            | 1           | 1                     | 1                   | 1            | 1             |

|  |     |   |   |   |    |    |    |    |
|--|-----|---|---|---|----|----|----|----|
| MFMA and Treasury Regulations Compliance | 9.3 | 0 | 0 | 1 | 12 | 12 | 12 | 12 |
| Audit                                    | 9.4 | 1 | 1 | 1 | 5  | 5  | 5  | 5  |
| Supply Chain Management                  | 9.5 | 0 | 0 | 1 | 4  | 4  | 4  | 4  |

#### 5.10.2 Programme performance indicators for annual targets 2014/15



| Program performance indicator   |       | Audited/Actual Performance |              |                | Estimated Performance | Medium term targets |                 |                 |
|---|-------|----------------------------|--------------|----------------|-----------------------|---------------------|-----------------|-----------------|
|   |       | 2011/2012                  | 2012/2013    | 2013/2014      | 2014/2015             | 2015/2016           | 2016/2017       | 2017/2018       |
| Rand amount of transfers received   | 9.1.1 | R 15,8 million             | R 20 million | R 31,1 million | R 27 million          | R 29,7 million      | R 32,94 million | R 36,23 million |
| Percentage variance of actual vs budget   | 9.1.2 | 0%                         | 29%          | <5%            | <5%                   | <5%                 | <5%             | <5%             |
| Number of monthly MFMA s87(11) budget performance reports submitted to MM                   | 9.1.3 | 0                          | 0            | 0              | 12                    | 12                  | 12              | 12              |
| Number of ANDA draft budget and draft adjustment budget submission made to the ANDM on time | 9.1.4 | 0                          | 0            | 0              | 2                     | 2                   | 2               | 2               |
| % compliance to FM policies and operating Procedures manual checklist                       | 9.2.1 | 0                          | 0            | 0              | 100%                  | 100%                | 100%            | 100%            |
| % Variance in asset register reconciliation inventory count                                 | 9.2.2 | 0%                         | 0%           | 0%             | 0%                    | 0%                  | 0%              | 0%              |
| % compliance to MFMA and Treasury Regulations ANDA checklist                                | 9.3.1 | 0                          | 0            | 0              | 100%                  | 100%                | 100%            | 100%            |

|  |       |   |   |   |                           |             |             |                      |
|--|-------|---|---|---|---------------------------|-------------|-------------|----------------------|
| % Reduction in the number of significant audit findings and emphasis of matter | 9.4.1 | 0%  | 0%  | 50%   | 70%                       | 80%         | 90%         | 95%                  |
| % compliance to MFMA on submission of AFS                                      | 9.4.2 | 0   | 0   | 0   | 100%                      | 100%        | 100%        | 100%                 |
| Type of Annual Audit outcome   | 9.4.3 | Unqualified audit opinion with emphasis of matter | Unqualified audit opinion with emphasis of matter | Unqualified audit opinion with emphasis of matter | Unqualified audit opinion | Clean Audit | Clean Audit | Clean Administration |
| Percentage adherence to SCM policies and procedures ANDA checklist             | 9.5.1 | 0%  | 0%  | 60%   | 100%                      | 100%        | 100%        | 100%                 |
| % compliance with SCM regulation 6 on submission of SCM report.                | 9.5.2 | 0   | 0   | 0   | 100%                      | 100%        | 100%        | 100%                 |

### 5.10.3 Quarterly targets for 2014/15

| Performance indicator   |       | Reporting period | Annual target             | Quarterly targets |                 |                 |                 |
|---|-------|------------------|---------------------------|-------------------|-----------------|-----------------|-----------------|
|   |       |                  |                           | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| Rand amount of transfers received   | 9.1.1 | Quarterly        | R 27 million              | R 6,75 million    | R 6,75 million  | R 6,75 million  | R 6,75 million  |
| Percentage variance of actual vs budget   | 9.1.2 | Quarterly        | <5%                       | <5%               | <5%             | <5%             | <5%             |
| Number of monthly MFMA s87(11) budget performance reports submitted to MM                   | 9.1.3 | Quarterly        | 12                        | 3                 | 3               | 3               | 3               |
| Number of ANDA draft budget and draft adjustment budget submission made to the ANDM on time | 9.1.4 | Bi-Annually      | 2                         | n/a               | n/a             | 2               | n/a             |
| % compliance to FM policies and operating Procedures manual checklist                       | 9.2.1 | Quarterly        | 100%                      | 100%              | 100%            | 100%            | 100%            |
| % Variance in asset register reconciliation inventory count                                 | 9.2.2 | Quarterly        | 0%                        | 0%                | 0%              | 0%              | 0%              |
| % compliance to MFMA and Treasury Regulations ANDA checklist                                | 9.3.1 | Quarterly        | 100%                      | 100%              | 100%            | 100%            | 100%            |
| % Reduction in the number of significant audit findings and emphasis of matter              | 9.4.1 | Quarterly        | 70%                       | 20%               | 50%             | 60%             | 70%             |
| % compliance to MFMA on submission of AFS   | 9.4.2 | Annually         | 100%                      | 100%              | n/a             | n/a             | n/a             |
| Type of Annual Audit outcome  | 9.4.3 | Quarterly        | Unqualified audit opinion | n/a               | Unqualified     | n/a             | n/a             |

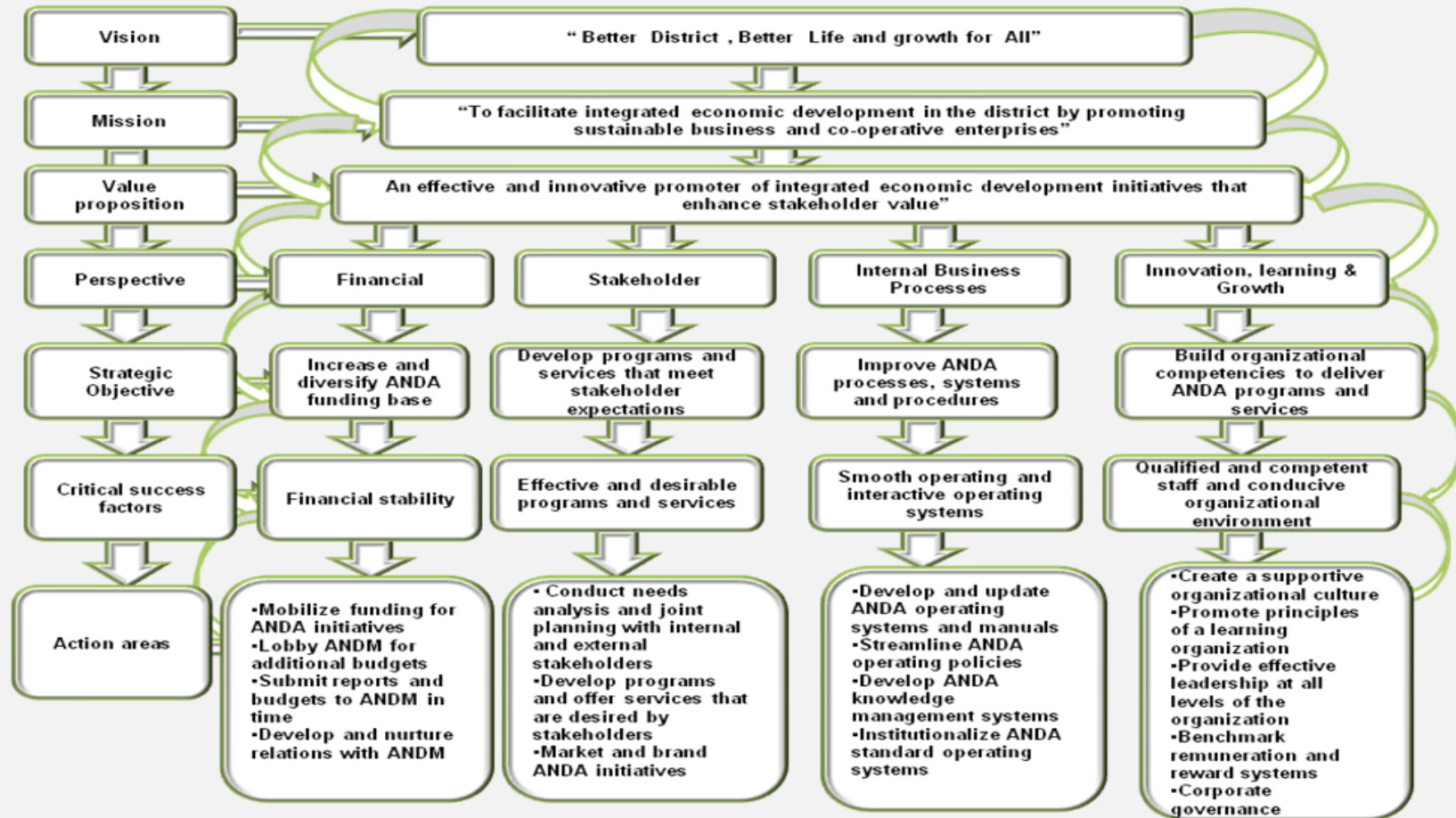
|  |       |           |      |      | audit opinion |      |      |
|--|-------|-----------|------|------|---------------|------|------|
| Percentage adherence to SCM policies and procedures ANDA checklist | 9.5.1 | Quarterly | 100% | 100% | 100%          | 100% | 100% |
| % compliance with SCM regulation 6 on submission of SCM report.    | 9.5.2 | Quarterly | 100% | 100% | 100%          | 100% | 100% |

#### 5.11.4 Reconciling performance targets with the budget and MTEF

##### Expenditure estimates:

| Expenditure                              |  | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015  | 2015/2016         | 2016/2017  | 2017/2018  | 2018/2019  |
|--|--|-----------|-----------|-----------|------------|-------------------|------------|------------|------------|
| Revenue                                  |  | 0         | 0         | R50,000   | 60,000.00  | <b>59 000.00</b>  | 59 000.00  | 59 000.00  | 59 000.00  |
| Financial management                     |  | 0         | R1,6 mill | R50,000   | 60,000.00  | <b>10 000.00</b>  | 10 000.00  | 10 000.00  | 10 000.00  |
| MFMA and Treasury Regulations Compliance |  | 0         | 0         | R50,000   | 60,000.00  | <b>10 000.00</b>  | 10 000.00  | 10 000.00  | 10 000.00  |
| Audit                                    |  | 0         | 0         | R50,000   | 60,000.00  | <b>60 000.00</b>  | 60 000.00  | 60 000.00  | 60 000.00  |
| Supply Chain Management                  |  | 0         | 0         | R50,000   | 60,000.00  | <b>25 000.00</b>  | 25 000.00  | 25 000.00  | 25 000.00  |
| Total                                    |  | 744,143   | 49,420    | 1,400,000 | 180 304.71 | <b>164 000.00</b> | 164 000.00 | 164 000.00 | 164 000.00 |

## APPENDIX A: ANDA STRATEGY MAP



## 2. The ANDA value proposition

“An effective and innovative promoter of integrated economic development initiatives that enhance stakeholder value”

## 3. Programs and service offerings

- Business development information sharing
- Trade and investment promotion
- Capacity building for SMME's and Co-operatives
- Economic data research intelligence
- Sweating of the district economic development assets
- Partnership development
- Resource mobilisation for strategic infrastructure programs
- Promotion of tourism opportunities

## 4. ANDA values

| VALUE STATEMENT | MEANING   |
|-----------------|---|
| Innovation      | We are creative, leaders of ideas and take informed risks to deliver value to our stakeholders, are efficient and service delivery oriented   |
| Partnership     | We value working with strategic partners to create stakeholder value addition   |
| Integrity       | We are transparent, honest, diligent, and accountable for the work that we do and are committed to operate in a responsive and ethical manner |
| Ubuntu          | We put a human touch to our work<br>are people development driven and respect the cultures of the people with whom we work and interact with  |