



ALFRED NZO DEVELOPMENT AGENCY (ANZA)

MULTI – YEAR STRATEGIC BUSINESS PLAN 2020 - 2021

Abbreviations

AG	= Auditor General
ANDA	= Alfred Nzo Development Agency
ANDM	= Alfred Nzo District Municipality
CEO	= Chief Executive Officer
CIPC	= Companies Intellectual Property Commission
ECSECC	= Eastern Cape Socio-Economic Consultative Council
GDS	= Growth and Development Strategy
IDP	= Integrated Development Plan
IPAP	= Industrial Policy Action Plan
LED	= Local Economic Development
MFMA	= Municipal Finance Management Act
MSA	= Municipal Systems Act
MTEF	= Medium Term Expenditure Framework
NDP	= National Development Plan
NGP	= National Growth Plan
SDA	= Service Delivery Agreement

Official Sign-off	
It is hereby certified that this Strategic Business Plan:	
Was developed by the ANDA Management under the guidance of the Board of Directors	<p>.....</p> <p>Date</p>
Considers all the relevant policies, legislation and other mandates for which constitute the legal and regulatory framework within which ANDA operates, and	<p>.....</p> <p>Date</p>
Accurately reflects the Strategic Goals and Objectives which ANDA will endeavour to achieve over the financial year (2020/2021)	<p>.....</p> <p>Date</p>

CHAIRPERSON'S OVERVIEW

It is with great pleasure to present the -Year Multi-Year Business Plan for 2020 – 2021 for the Alfred Nzo Development Agency (ANDA). The plan was developed through internal organisational processes in order to give direction and impetus to the future plans of the Agency. As the annual strategic plan, it seeks to provide a roadmap for the period and the necessary budgetary requirements that will enable the organization to achieve the set targets.

The aim of the plan is to guide the Agency on how to reposition itself in order to make a positive contribution to the District priorities of the newly drafted District Development Plan vision 2030, together with Government Outcome 04, which focuses on making a meaningful contribution towards creating decent employment through inclusive economic growth. The annually approved Business Plan is therefore the implementation guide for ANDA and also forms the key performance indicators for the specific financial year. ANDA Multi-Year Business Plan heralds a revived era in the economic development spectrum of the Alfred Nzo District and comes at a time when the Government is focusing on revival and renewal of key economic sectors like small and medium enterprise development and oceans economy as primary instruments for economic development.

In conforming to 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 inherent burden of unemployment, poverty and income disparities that continue to characterize our society and also the affirmation by NDP for all to work together to eliminate poverty and reduce inequality in order to create conditions that make it possible for people to take care of their lives.

The ANDA business model which includes facilitating economic development initiatives in the area by attracting investment for the development of strategic infrastructure, promoting trade and enhancing the capabilities of business and co-operative enterprises in the districts provides a relevant platform for ANDA to demonstrate its contribution towards bigger goals of reducing poverty, unemployment and inequalities, while fostering economic growth and job creation.

In the ensuing period, 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 ANDA into a compact between the Executive Mayor and Council based on this plan for the ensuing period.

Ms N. Mabude

Chairperson of the board

FOREWORD BY THE CHIEF EXECUTIVE OFFICER

The Alfred Nzo Development Agency (ANDA), established in 2008 by the Alfred Nzo District Municipality (ANDM), is a special purpose development company which has become the driving force behind inclusive economic transformation in the entire District and delivers on its mandate through a Service Delivery Agreement (SDA) that is entered into between the Entity and the Parent Municipality, signed for a period of three years and reviewed annually.

ANDM organogram's approach towards ANDA was to have it take the shape of becoming an enabler for economic development that will contribute towards increasing the ANDM capacity of timely tapping into all economic opportunities in the market place without constraints of bureaucracy through a one stop shop agency that will accommodate and facilitate all economic development initiatives in the Alfred Nzo region regardless of the specific economic sector, unlike in the National and Provincial government where each economic sector has a sector specific developmental agency. The one stop-shop approach encompasses all facets of economic development from opportunity sourcing, facilitation, partnerships and implementation across the entire value chain of economic development.

ANDA's aspiration is to be a self-sustainable, Innovative, Flexible and Agile Agency that will present/facilitate opportunities for investors to come and invest in Alfred Nzo, thus unlocking opportunities and drive increased economic growth, which will benefit the number one stakeholder for the District: the people of Alfred Nzo. ANDA is beginning to find its space in the economic sphere and other investment programmes through the relationship it has created with the SEDA, SETAs and other agencies of the state and the private sector.

ANDA conducted a strategic planning session in the fourth quarter of 2018/19 Financial Year which amongst other issues was aimed at addressing the existing challenge of misalignment between the ANDM LED Unit and that of the Agency. This included competition for same financial resource base from the parent municipality, the strategic planning session culminated that the Agency should be assigned the full mandate of driving the facilitation and implementation LED within the district, and the parent municipality retains the LED planning, policy development and monitoring and evaluation function.

The strategic planning session was pivotal to ensure that the agency is still on track to deliver its mandate as prescribed by the ANDM Council. We are very proud that the outcome of this strategic planning exercise is a carefully crafted 3-year business plan which has seven key focus areas namely:

- Agriculture, Agro-processing and Forestry

- Manufacturing
- Property Development
- Ocean Economy
- Tourism and Heritage
- Trade and Investment
- Enterprise Development and Support Services

We firmly believe that these expanded focus areas will enable the Agency to identify priority projects that will yield economic spinoffs geared towards a rapidly growing economy and creating wealth for our communities.

While ANDA remains committed as the key instrument of economic drive and to be an important component of South Africa's economic development equation, what is required for continued and impactful operation is a mechanism to source additional funding. This matter is a subject of on-going discussions between the Board and the Parent Municipality and other strategic stakeholders. Related to this is the need to expedite the required support in project prioritisation which will lead both ANDA and the economy of Alfred Nzo District to a position of strength.

Let me conclude by saying, our culture is belligerent and combines our strengths of innovation and execution, and we do hope that potential investors will take this opportunity and invest in this region with latent potential that promises a better future for the Eastern Cape and South African Economies. You would obviously not want to miss this opportunity. Invest in Alfred Nzo, and watch your investment grow.

Yours Faithfully,

Ms. M Bambeni
Chief Executive Office

Contents

PART 1: STRATEGIC OVERVIEW	9
1.1 Background	9
1.2 Governance Framework	9
PART 2: STRATEGIC CONTEXT	11
2.1 Alfred Nzo District Socio – Economic Profile.....	11
2.1.1. Location.....	11
2.1.2. Demographics.....	12
2.1.3. Infrastructure Profile	15
2.1.3.1 Water, sanitation and electricity	15
2.1.3.2 Roads and transport network	15
2.1.4. Economic Profile.....	16
2.1.5. Economic Potential	19
2.2 National Legislative and Policy Context	20
2.3 National and Provincial Strategy Context	20
2.4 Strategy Alignment with the DDP & IDP	21
2.4.1. DDP Strategic Goal Alignment with ANDA Programmes	22
2.5 SWOT Analysis, Stakeholder Relationship & Critical Success Factors	25
2.5.1. SWOT Analysis	25
2.5.3. Stakeholder Analysis	26
2.5.4. Critical Success Factors	28
2.5.5. Novel Corona Virus Pandemic.....	29
PART 3: STRATEGIC FRAMEWORK	33
3.1 Mandate	33
3.2 Alignment of the Mandate of the entity with the DDP and IDP	33
3.3 Vision.....	34
3.4 Mission	34
3.5 Value Proposition.....	34
3.6 Values.....	34
3.7 STRATEGIC GOALS, OBJECTIVES, PROGRAMMES & PRIORITY PROJECTS	35
3.7.1. PROGRAMMES DEPARTMENT	36
3.7.2 DEPARTMENT OF CORPORATE SERVICES AND ADMINISTRATION.....	44
3.7.3 DEPARTMENT OF BUDGET AND TREASURY.....	47
3.7.4. Office of the Chief Executive Officer.....	49
3.8 PERFORMANCE TARGETS	51

3.8.1 PROGRAMMES DEPARTMENT	51
3.8.2 DEPARTMENT OF CORPORATE SERVICES	54
3.8.3 DEPARTMENT OF BUDGET AND TREASURY	56
3.8.4 Office of the Chief Executive Officer	58
5.1 ALFRED NZO DEVELOPMENT AGENCY RISK PROFILE FOR THE YEAR 2020/2021	60
PART 6: CONCLUSION	61

PART 1: STRATEGIC OVERVIEW

1.1 Background

Alfred Nzo Development Agency is a “Municipal Entity” of the Alfred Nzo District Municipality (ANDM) which was established through a Council resolution in terms of terms of *Section 76 (b) (i) of the Municipal Systems Act 32 of 2000 (MSA)*, which provides for mechanism by which a municipality may provide a municipal service in its area.

The Municipal Entity was further registered as a Private Company with the Registrar of Companies (CIPC) in terms of the *Companies Act 71 of 2008*, and in line with *Section 86 (B) (1) (a) of the MSA* in the year of 2000, and was mandated to act as a special purpose vehicle to drive economic development in the entire district, so as to achieve the vision of the Alfred Nzo District Council as articulated in its long term and medium term strategic planning documents.

The Municipality Entity delivers on its mandate through a Service Delivery Agreement (SDA) that is entered into between the Entity and its parent municipality, for a period of three years and reviewed annually. The purpose of the SDA is to formalise and regulate the working relationship between the parent municipality and its Entity’s, pursuant to the service delivery provisions of the MSA, the Companies Act and the Municipal Finance Management Act 56 of 2003 (MFMA).

1.2 Governance Framework

The Municipal Entity is currently governed by an interim Board of Directors, which was appointed through a municipal council resolution and came into effect in November 2018. The board consists of 6 Non-Executive Directors, together with 2 municipal representatives which are designated in terms of *Section 93D (1) of the MSA* to represent the Parent Municipality as non-participatory observers at Board meetings, and to represent the shareholder’s rights and responsibilities. The Parent Municipality has a process in place that will ensure that a full-time board is appointed by 30 June 2020 that will be fully accountable to the Parent Municipality.

The MSA poses the following expectations upon the Board of Directors of the Municipal Entity:

- a) To provide effective, transparent, accountable and coherent corporate governance and conduct effective oversight over the affairs of the municipal entity;
- b) To ensure that the Municipal Entity complies with all the applicable legislation and agreements;
- c) To communicate openly and promptly with the parent municipality, and

- d) To deal with the parent municipality in good faith.

The Board is primarily responsible for amongst other things reviewing and setting policies of the organization, approving and determining the organizational structure of the organization, setting and approving the strategic direction of the organization, appointing, supervising and appraising the CEO, approving annual business plans and budgets, stakeholder relationships and evaluating the organization's performance. Further to that, it is also responsible for reviewing and approving the Annual Financial Statements of the organization 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 the Council about the operations of the organization.

The Board is therefore expected to deliver on the core mandate bestowed over the Entity in line with all applicable regulation and legislation, and in adherence to the best practise models and principles of good governance, as articulated in the King IV Code of Good Governance.

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

In order to exercise its role, currently the Board only has in place the both the Risk Committee and Audit Committee which have been established through a shared service with the parent municipality. Furthermore, the entity also established the Trade and Investment committee, the Human Resources and Recruitment Committee, and plans to establish other ad-hoc committees that may from time to time provide the needed oversight to the functions of the organization.

The governance and reporting protocols of ANDA are reflected in Table 1 below.

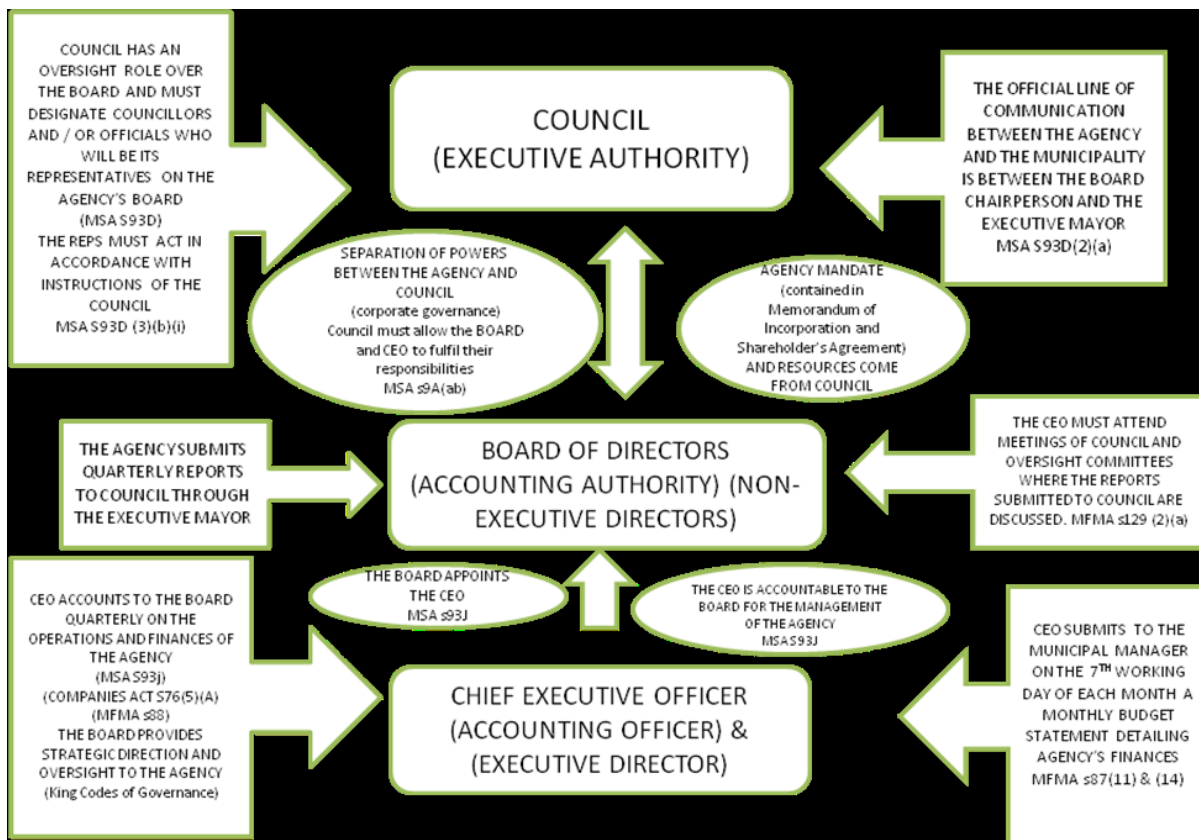


Figure 1: Reporting and Governance protocols

PART 2: STRATEGIC CONTEXT

2.1 Alfred Nzo District Socio – Economic Profile

2.1.1. Location

The Alfred Nzo District is in the North-Eastern part of the Eastern Cape Province in South Africa, as shown in Figure 2 below. The District forms part of the Eastern Cape Province's boundary with the Kwa-Zulu Natal province, and has strong functional linkages with KZN towns, such as Kokstad and Port Shepstone. The District borders the Kingdom of Lesotho to the north and the district of OR Tambo in the Eastern Cape and Harry Gwala District in Kwa-Zulu Natal. The N2 national corridor runs in a north-south direction and serves as the main access route to the District. It is also worth noting that there is a new access route called the N2 Wild Coast which is currently under construction and will run across the Mbizana Local Municipality in the District. Despite this strategic location of the area in relation to the N2, the Alfred Nzo District has remained a peripheral economy to these two provinces. The District is constituted of Umzimvubu, Matatiele, Mbizana and Ntabankulu Local Municipalities. The District consists of 31 wards in Mbizana Local Municipality, 27 wards in Umzimvubu Local Municipality, 18 wards in Ntabankulu & 26 wards in Matatiele Local Municipality.

Figure 2: Alfred Nzo in the Eastern Cape Province



Source: ANDM IDP 2017-2022

2.1.2. Demographics

The following table gives an indication of the demographic's patterns of the Alfred Nzo District:

Table 1: Demographics patterns of Alfred Nzo District

Demographics	2011		2016	
	Number	Percent	Number	Percent
Alfred Nzo				
Population	801,344	100.0	867,864	100.0
Black African	794,382	99.1	862,589	99.4
Coloured	3,307	0.4	3,647	0.4
Indian or Asian	1,132	0.1	598	0.1
White	1,898	0.2	1,030	0.1
Population by home language				
Afrikaans	6,716	0.8	1,757	0.2
English	18,090	2.3	3,427	0.4
IsiXhosa	673,519	84.6	752,214	88.8
IsiZulu	9,954	1.2	5,631	0.7
Sesotho	69,811	8.8	81,265	9.6
Other				

Number of households	187,183		195,975	
Households size	4.3		4.4	
Gender				
Male	366,488	45.7	397,206	45.8
Population by age				
0 - 14	327,704	40.9	345,624	39.8
15 - 34	264,442	33.0	340,753	39.3
35 - 64	159,685	19.9	113,039	13.0
65 +	49,514	6.2	68,448	7.9

Source: ANDM IDP 2017-2022

The population dynamics of a District are of paramount importance in addressing developmental needs of a society. The population growth, ageing population, migration and urbanisation all present important developmental challenges and opportunities that have direct and indirect implications for social, economic and environmental development.

Development Implications:

These dynamics in the population structure affect macro-economic factors such as consumption, production, employment, income distribution and poverty. The changes in the population structure influence universal access to social services such as health, education, sanitation, water, food and energy.

Proper planning for population dynamics will therefore ensure that the wellbeing of both the current and the future generation is promoted with the motive of advancing sustainable development. In analysing the population dynamics, it is essential to look at factors such as urbanisation, migration, fertility, mortality, life expectancy as well as the age structure of the population as they give insight into the living standards of the population and an indication of what policy options should be undertaken according to the structure of the socio-economic context. These factors will give an indication about the estimated number of people who are dependent on government for transfers as well as the number of people who are economically active. These factors also play an essential role in the efficient allocation of resources at all spheres of government.

The analysis and results of this section could be used by the District in promoting optimal resource allocation in order to reduce poverty and vulnerability among marginalized people in the District.

The following lessons are derived from the demographics of Alfred Nzo District:

- According to Statistics South Africa, Alfred Nzo's total population has grown from 801 344 people in 2011 to 867 864 people in 2016 (See Table 1 above). This population of 867 864 represents 12% of the Eastern Cape total population.
- Between 2011 and 2016, the Alfred Nzo District population grew by 8.3%.
- In 2016, the district has more female (470 658) than male (397 206), however male population has grown faster at 8.4% than their female counterpart at 8.2%.
- Between 2011 and 2016, the population growth was high in Mbizana at 13.5% and low in Ntabankulu at 3.9%. In Umzimvubu and Ntabankulu, the female population grew by 3.6%.

2.1.3. Infrastructure Profile

This section provides a high-level analysis of the status of infrastructure in ANDM.

2.1.3.1 Water, sanitation and electricity

The Alfred Nzo District mainly lies in the Mzimvubu catchment area, which has relatively high annual rainfall and consequent high annual surface water run-off (river flows). This catchment has the highest un-used water potential yield in SA. This potential has been studied over many years but the water resource remains under-utilised for a number of reasons:

- Absence of large-scale and local urban/industrial demand
- Absence of large-scale irrigation potential (topography and soils)
- High cost of water transfer to water scarce regions (such as Gauteng) due to high pipeline and pumping costs

Presently there is one large dam in AND (the new Ludeke dam in Mbizana) and several small dams. Most of water supply for towns and rural areas comes from standalone schemes using streams, springs and boreholes.

Alfred Nzo District Municipality is both the Water Service Authority (WSA), with full regulation and oversight functions and the Water Service Provider (WSP), with full delivery functions.

2.1.3.2 Roads and transport network

The main roads in the District are:

- The N2
- The R56, and
- The R61

The new Wild Coast N2 from Mzamba to the new 30 km Mtentu Bridge to the south is currently under construction.

Other roads include:

- Three gravel roads from N2 to R56 (ending at Cedarville and Ematolweni, the R405)
- Gravel back road from Mount Ayliff to Mount Frere passing through Sphambukeni and Cancele junctions.
- N2 (from Phuthi junction) to Ntabankulu (and south to Lusikisiki)
- N2 (Mount Ayliff) to R61
- R626 from N2 (Phakade junction) to R61 (Kubha junction), and on to Flagstaff
- Matatiele to Qacha's Nek (Lesotho)
- Matatiele to Queen's Mercy, Malekgonyane (Ongeluksnek) and Thaba Chicha.

To upgrade the district's road network there needs to be ongoing engagement among ANDM, the LMs, DRPW and SANRAL to ensure:

- Upgrade roads in the new emerging peri-urbanization zones.
- Maintain priority road network (preventative)
- Use employment-intensive methods as much as possible
- Use transport nodes to develop commercial precincts (taxi ranks, hawker's facilities, shops etc)

2.1.4. Economic Profile

This section presents a brief snapshot of Alfred Nzo District's economy. It looks at the structure and performance of the economy, its features, dynamics, potentials of key sectors, and economic trends. It includes a sectorial analysis and makes reference to selected key sectors which are major contributors to the economic activity of the district and drivers of the Alfred Nzo District economic growth.

The economy of Alfred Nzo District is dominated by the public sector, accounting directly for 46% of the municipal economy, compared to 15% for the country as a whole. The business sector is mainly trade and other services, while the productive economy (agriculture, manufacturing and construction etc.) is very small. The District economy is consumptive rather than productive.

The total value-added of the Alfred Nzo District economy is about R50 billion a year. Formal employment is about 50,000 jobs and there are also about 27,000 informal jobs. Matatiele LM has the largest economy and Ntabankulu has the smallest.

About 90% of households in ANDM are poor, unemployment is rife (particularly among the youth), and business employment is extremely small in relation to the working age population (and probably not showing much growth). Most households rely on social grants and remittances to avoid extreme hunger.

Alfred Nzo IDP acknowledges the following challenges facing the district:

- High rate of unemployment;
- High poverty rate;
- Low income levels;
- Skills shortage;
- Slow average economic growth;
- Transformation on the ownership of land is slow;
- Slow delivery on Land Reform Programme;
- Land use planning: sparsely distributed population and topography resulting in costly provision of services;
- Limited economic potential in rural areas/poor investment in the area due to land under the Traditional Authority (Communal Land Tenure);

- Environmental health and management related issues;
- High prevalence of HIV/AIDS;
- Absence of tertiary education facilities;
- Poor access to Health Care facilities;
- High number of child headed households

Table 7 below presents a summary of the selected key economic indicators for Alfred Nzo District.

- In 2015, the total production (Output) of goods and services in Alfred Nzo was R18 671 million.
- The input cost (Intermediate consumption expenditure) used to produce those goods and a service was R8 859 million.
- The difference between Output and input (Also called Gross Value Added) was R9 812 million.
- 57% of GVA was used as Compensation of Employees (CoE) and 41% as Gross Operating Surplus (GOS)
- The input cost accounts for 47% of total production output and the GVA for 53%

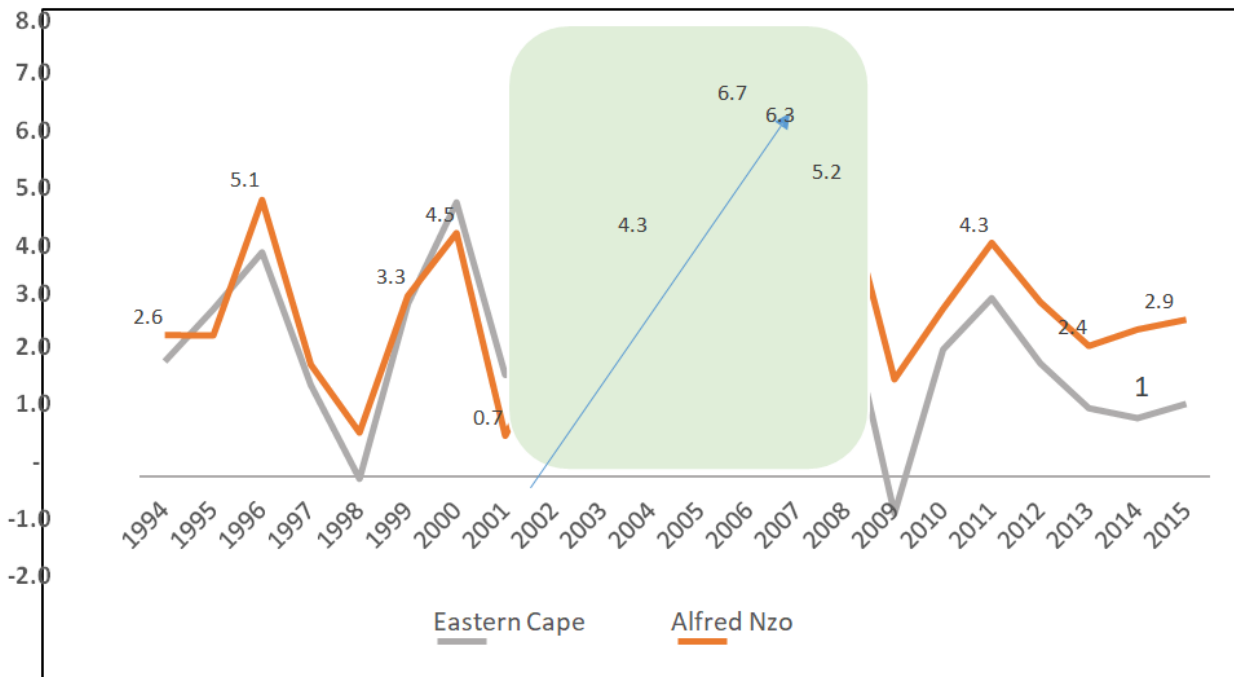
Table 7: Selected key economic indicators: Alfred Nzo, 2015 (R millions at constant 2010 prices)

Municipality	Real Gross Valued Added at basic	Real Compensation of employees	Real Operational Surplus	Real output at basic prices
Alfred Nzo	9,812	5,595	4,017	18,671
Umzimvubu	2,728	1,640	1,041	5,096
Matatiele	3,524	1,909	1,536	6,787
Mbizana	2,663	1,508	1,098	5,139
Ntabankulu	897	538	342	1,650
Eastern Cape	210,006	118,328	87,165	469,860

Source: ANDM IDP 2017-2022

GDP in Alfred Nzo District has grown dramatically between 2003 and 2007; it reached a pick of 6.7% growth in 2007. High performance was offset by recession in 2008/2009. Since then, growth in the district has stagnated above 2 percent. Overall, the district has performed above the province (See Figure 5).

Figure 5: Alfred Nzo economic performance and trends: GDP growth rate between 1994 and 2015



Source: ANDM IDP 2017-2022

Economic challenges in Alfred Nzo.

The Alfred Nzo District has various economic challenges. The economy is highly dependent on Government and community services sectors. This is an indication of limited private sector presence throughout the district. Another persisting challenge is about how to achieve a more equitable distribution of economic development opportunities when a greater number of the population reside in less economically developed areas and experience an ever deepening poverty cycle. Hence, the need to diversify the economy so that other productive sectors can be enhanced, especially sectors that have direct impact to poverty, such as agriculture.

The economy of Alfred Nzo District is dominated by the service sector, while productive sectors (Agriculture, Mining, Manufacturing, construction etc.) have remained very insignificant in terms of their contribution to the district GDP. This implies lack of local economic development initiatives in the district in the GVA sectors. However, the country and the district have a LED strategy in place which seeks to change the status quo of the District through LED integrated efforts of various spheres of government.

2.1.5. Economic Potential

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, China and Europe are shrinking. Given South Africa's and other emerging economies links to the global village, it is unlikely that the country will remain unaffected by global pressure, inflation, unemployment and job losses. The weakening of the rand continues to have inflationary pressures with repo rate lifting up to 6.75%. The rand has depreciated considerably while the impact of the worsening drought on the food prices is becoming increasingly evident.

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.

In the past two years, 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 warned 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's contribution is very low with a declined 5% in 2014. The annual growth rate seems to have improved from the reported 8.1% from 1995-2009 to 8.5% growth rate in 2000 – 20013, but dropped in 2014 to 3.57% in 2013 with Government Services still being the largest contributor at 24.92%, Wholesale and Retail, Trade, Catering and Accommodation at 23.35%, Finance, Insurance, Real Estate and Business Services at 16.87%, Communication & personal services at 11.68%, Manufacturing at 8.98%, Construction at 3.69%, Agriculture, Forestry & Fishing at 2.3%, Electricity, Gas and Water at 0.56%, Mining and Quarrying at 0.17%, (ECSECC, 2014)

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 district municipality. At the same time it also presents the opportunities that exist which the agency must look into. Concerted efforts and strategic thinking will be paramount if the agency would achieve its mission.

2.2 National Legislative and Policy Context

Legislation/regulation/Mandates	Alignment
The Constitution of the Republic of South Africa (SA), Act 108 of 1996	✓
White Paper on Local Government (March 1998)	✓
Municipal Systems Act, 2000 (Act no.32 of 2000)	✓
Municipal Finance Management Act (Act,56 of 2003)	✓
The Companies Act (Act, No.71 of 2008)	✓
King ii, iii & iv Reports	✓

2.3 National and Provincial Strategy Context

National Development Plan (Vision 2030)	✓
New Growth Path (NGP)	✓
Industrial Policy Action Plan (IPAP)	✓
Agricultural Policy Action Plan	✓
Medium-Term Strategic Framework (MTSF) 2014-19	✓
The Eastern Cape Provincial Development Plan	✓
Eastern Cape Provincial Economic Development Strategy (PEDS) Strategic Framework	✓
Agriculture Economic Transformation Strategy	✓

2.4 Strategy Alignment with the DDP & IDP

The strategic direction for ANDA has been crafted such that is aligned to, and can contribute to the long-term and medium-term strategic planning documents of the district municipality, namely the *District Development Plan 2030*, and *Integrated Strategic Plan (IDP) 2017-2022*.

DDP	IDP	ANDA
<p><u>Goal 1:</u> An enabling infrastructure network</p>	<p><u>Goal 2:</u> Basic Services Delivery and Community Empowerment</p>	<p><u>Goal 2:</u> Economic Infrastructure Development</p>
<p><u>Goal 2:</u> Capable Democratic Institutions</p>	<p><u>Goal 4:</u> A capable and Financially viable institution</p> <p><u>Goal 3</u> Effective Public Participation, Good Governance and Partnerships</p>	<p><u>Goal 4:</u> Good Governance</p>
<p><u>Goal 3:</u> An innovative, inclusive and growing economy</p>	<p><u>Goal 1:</u> Inclusive Growth and Development</p>	<p><u>Goal 1:</u> Sustainable Inclusive Economic Growth</p> <p><u>Goal 3:</u> Sound Financial Management</p>
<p><u>Goal 4:</u> Environmental sustainability</p>	<p><u>Goal 3:</u> Effective Public Participation, Good Governance and Partnerships</p>	<p><u>Goal 4:</u> Good Governance</p> <p><u>Goal 1</u></p>

DDP	IDP	ANDA
		Sustainable Inclusive Economic Growth
<u>Goal 5:</u> Rural Development and Innovative and high value agriculture	<u>Goal 1:</u> Inclusive Growth and Development	<u>Goal 1:</u> Sustainable Inclusive Economic Growth
<u>Goal 6:</u> Human Development	<u>Goal 4:</u> A Capable and financially viable institution	<u>Goal 5:</u> Enhancing Human Capabilities, Organisational efficiency and effectiveness

2.4.1. DDP Strategic Goal Alignment with ANDA Programmes

The strategy of ANDA is aligned and informed by the mandate, ANDM Planning Processes, including the state of the District Address (SODA) and IDP Consultative processes. ANDA's strategic goals are aligned to that of the DDP and IDP of the parent Municipality. The DDP incorporates key elements and propositions underpinned by strategic goals and interventions. The Development Agency therefore over and above its mandate seeks to tap into key priority economic sectors and various district catalytic projects as guided by the DDP of the Parent Municipality.

Goal 1: An enabling infrastructure network

By 2030, the District envisages a well-developed and enabling infrastructure network and that infrastructure investment must respond to spatial aspects of future infrastructure demand and progressively undoes apartheid geography. In line with the theme of DDP Goal 1, ANDA has also identified Economic Infrastructure Development as a strategic goal which seeks to address the infrastructure discrepancies of the Alfred Nzo District and act as a catalyst for infrastructure development within the region. In attempts to achieve the long-term goal of the District as unpacked in the DDP, ANDA has decided to embark on Property and Infrastructure Development Programme which has key priority projects being Property Revitalization and Development focusing on but not limited to old ANDA properties e.g. EMfundisweni Skills Development Centre, Msukeni Development Centre etc.

Furthermore, ANDA has embarked on the implementation of Resource Mobilisation Project which will continue being implemented over the medium-term expenditure framework and seeks to attract financial and non-financial resources including foreign direct investment into the economy of Alfred Nzo District.

Goal 2: Capable Democratic Institutions

The DDP asserts that the presence and effective functioning of democratic, capable and accountable government institutions are at the centre of the change that is needed to drive the District towards 2030, especially to tackle unemployment, poverty and inequality, ensure that the State is able to intervene to support and guide development to benefit society (especially to the poor), and to build consensus. Therefore, ANDA aims to achieve good corporate governance and transform the organizational culture of public service and associated institutions. This is done through compliance with the prescripts of the MFMA, MSA and Companies Act.

The achievement of a capable democratic institution hinges on achievement of good governance as an identified strategic goal in the ANDA multi-year business plan.

The existence of governance and oversight structure such as the ANDA Board and the Audit Committee together with ANDM Council and Council structures provides the necessary oversight and governance of the development agency. At the centre of the business operation of the development agency, the building of internal capacity seeks to ensure capable democratic institution that drives economic development agenda in the region. Continuously the projects involving external providers are conceptualised or designed to capture the need to build institutional capacity.

Goal Three: An innovative, inclusive and growing economy

By 2030 ANDM envisages to have achieved the goal of an innovative, inclusive, and growing economy which is larger and more efficient, and optimally exploits its competitive advantages, increases employment, and reduces inequalities of income and wealth. As such the DDP states a need for interventions to grow specific business sectors and rapid development of high potential economic sectors which are to be prioritized e.g agriculture & agro-processing. In order to achieve this goal, ANDA has introduced the following programmes:

- Agriculture, Agro-Processing and Forestry Development Programme.
- Enterprises Development and Support Services
- Property and Infrastructure Development
- Oceans Economy Development
- Manufacturing Programme
- Tourism and Heritage

Furthermore, key elements of the DDP as far as the goal is concerned also include skills development for job creation, and stronger industry and enterprise support. As such, ANDA has developed Enterprises Development

and Support Services programme in line with this particular goal. The Entity has multi agency partnerships and relations with SETAs to undertake Enterprise and skills development in line with the DDP goal.

Goal Four: Environmental sustainability

The ANDM through the DDP vision envisages a society where developmental challenges are addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Investment in skills, technology and institutional capacity is critical to support the development of a more sustainable society and the transition to a low-carbon economy.

In the context of the Development Agency, this goal is treated as a cross cutting issue that must be taken cognisance of in every project taken by the Agency. In line with the goal of the DDP, ANDA has prioritized the Rural Intensive Farming Rearing and Cannabis projects for the 2020/2021 financial year.

Goal 5: Rural Development and Innovative and high value agriculture

In relation to the goal concerned, the DDP of the parent municipality envisages accelerated agricultural development and opportunities for producers across all scales in local, provincial, national and global value chains. The DDP further explains that vision could be possible through undertaking agriculture priority actions or interventions. The proposed interventions include Agricultural education and skills development especially to the youth. This goal will be made possible through development of agricultural value chains.

The Entity is currently exploring partnership with W&RSETA to support rural development through high value agriculture and market for identified farmers.

Goal 6: Human Development

In terms of the ANDM DDP vision, the District envisage a society with no abject poverty, no hunger, improved standards of living, and where conditions enable all to fulfil their human potential. This goal could be attained through collaborative innovative approaches which seeks to promote skills development for economic development. As such, ANDA has in place skills programmes which aim to Increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed. In the context of the development agency, the building of internal capacity has been aimed to ensure ANDA workforce human development.

2.5 SWOT Analysis, Stakeholder Relationship & Critical Success Factors

2.5.1. SWOT Analysis

An analysis of the internal operating environment of the ANDA indicates a number of strengths, weaknesses, opportunities and threats. In reviewing this ANDA Multi Year Business Plan, a thorough assessment of the Entity’s strengths and weaknesses, as well as opportunities and threats was carried out as a mechanism to ascertain the internal organisational capabilities in relation to its external environment which has already been outlined as part of the situational analysis section of this report.

This analysis provides a platform to determine strategic positioning, enable identification and addressing of activity traps, as well as identifying a proactive and reactive potential. The following were identified across the four focus areas of this analysis:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Committed staff • Understanding the District needs • Clearly articulated mandate for the Agency • Good relations with the parent municipality • Support from the parent municipality • Low vacancy rate • Improved Audit Opinion • Shared Services • Emerging Strength • Alignment of ANDA programmes with that of the District (LED) • Evolving partnership model between ANDA and ANDM LED • Rapid Rural Transformation Project • Resident Fashion Designer Programme • Evolving to become and AGILE institution 	<ul style="list-style-type: none"> • Lack of funding to implement operations • Lack of funding to implement capital projects • High reliance on parent municipality funding • Poor own revenue generation • Currently no mSCOA Compliant • Some challenges in capacity building • Poor management of historical information affecting projects e.g. PTO of previously developed projects. • Poor communication and marketing function

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Partnerships with various financial and non-financial institutions • Funding available from both private and public sector • Existing research on sector development and key priority areas to inform strategic agenda • Highly endowed in natural resource for development to take place • Partnerships with the District around specific programmes, including local municipalities • Strong marketing and communication for ANDA to create awareness and community buy-in 	<ul style="list-style-type: none"> • Negative stakeholder perceptions • Slow process in concluding TFC processes • Limited financial resources to meet community needs • Poor community buy-in • Land Tenure System • Unresolved Land Claims • unsettle legislated practices • unusual restrictions on workplace gatherings • Confidential rights of the employees

During the Strategic Planning Session, it was resolved that all strategies identified in order to exploit opportunities and mitigate against threat respectively must be taken into account when crafting the programmes and projects of action.

2.5.3. Stakeholder Analysis

The stakeholder analysis of ANDA outlines stakeholder groups and or institutions that have a vested interest in the operations and activities of the Entity and work together to achieve common goal.

Alfred District Municipality and Council

The ANDM and its Council is the sole shareholder and primary stakeholder of the entity. The entity is beholden to the ANDM, and has been established to support the initiatives of the Council to bring about sustainable economic development in the District. The expectations of ANDM and Council must of necessity enjoin the entity to support and add value to its Integrated Development Plan, the District Development Plan (DDP, as well as its Local Economic Development Strategy.

These expectations include but are not limited to the Entity attracting investors to the district, improving district trade relations with domestic markets, thereby opening markets for the movement of quality goods and services from the district and increasing revenues, as well as mobilising and attracting funding for strategic infrastructure initiatives to the district.

Local Municipalities

The four (4) local municipalities (LMs) of Mbizana, Ntabankulu, Matatiele and Umzimvubu are the direct public service instruments of the communities in the district confronted daily with the expressed needs and concerns of the people. These municipalities are integral part of Entity which are enabling factors hence have a direct interest in the services offered by the organisation.

Their expectations include but are not limited to the improvement of social and physical infrastructure in order to provide accelerated basic services, such as affordable and sustainable energy sources, water, sanitation, housing and other economic development activities, for the betterment of the lives of their citizens.

National and Provincial Government

The National and Provincial Governments are entrusted by the State to advance the quality of life of their citizenry. They are custodians of the Constitutional promise of a better life for all. Through their programs and budget votes, they support the development envisaged by the state. Government has budgeted for implementation of national development programmes within the District, like the NHI Pilot Programme; Agri-Parks Programme; SANRAL Wild Coast N2; The Entity is thus enjoined with these organs of state to support and deliver sustainable development initiatives in the district.

Development Partners and State-Owned Enterprises

Another set of stakeholders that are critical to the Entity include a wide range of SA government development partners and agencies. These include a variety of State-Owned Enterprises (SOEs) and other organisations, such as (to name a few), the Development Bank of Southern Africa (DBSA), the Industrial Development Corporation (IDC), SETA's , the Agricultural Research Council (ARC), the Small Enterprise Development Agency (SEDA), the East Cape Rural Development Agency(ECRDA), the Eastern Cape Development Corporation (ECDC) and the Eastern Cape Socio-Economic Consultative Council (ECSECC), who have been established ostensibly to accelerate government's economic and social development agenda.

It is therefore in the interest of the entity to partner with relevant bodies and structures that are geared to support social and economic development, including infrastructure, job creation, the advancement of agricultural technologies, and the promotion of trade and small medium and micro enterprises, as well as co-operatives enterprises.

Various other international development agencies and trade partners who have development assistance and trade programs can be accessed through the Department of Trade and Industry (DTI), as well as the Department of International Relations and Co-operation (DIRCO), whose interests are aligned to that of the Entity.

Business organisations

A wide range of apex businesses and sector organisations who are important stakeholders to the Entity exist. These organisations have access to skills, technologies, information and other resources, which could assist in the development of the. Their interests include but are not limited to developing business partnerships and relations, exchange of business products and services, as well as business partnerships and co-operation.

Traditional leaders

Traditional leaders and chiefs are a critical constituency of the Entity, as they form a significant group of leaders that are a repository of land and value systems that may accelerate and/or frustrate socio-economic development. They also represent the land interest of the communities, who are the primary beneficiaries of the entity's socio-economic programmes. Their interests include but are not limited to area development, the economic advancement of their subjects, the upholding of cultural values within progressive development frameworks and initiatives.

2.5.4. Critical Success Factors

- Financial stability
- Effective and desirable programmes and services
- Smooth operations and interactive operating systems
- Qualified and competent staff and conducive organisational environment

2.5.5. Novel Corona Virus Pandemic

On the 15th of March 2020 His Excellency President Cyril Ramaphosa declared a national state of disaster in terms of the Disaster Management Act where the main objective was to enable the country to establish an integrated and coordinated disaster management mechanism in order to combat the spread and the impact of the virus. At the time the country was confronted with 61 cases and as such the Country was placed on an initial 21-day lockdown. This has been classified as a significant threat facing the country and a such the economy of Alfred Nzo District Municipality.

Furthermore, the Minister of Cooperative Governance under Section 3 of the Disaster Management Act 2002 (Act no 57, of 2002) in terms of 1) Section 27(1) of the Act, further declared a national state of disaster having recognised that special circumstances exist to warrant the declaration of a national state of disaster; and

Under Section 27(2) of the Act the Minister made regulations concerning the matters listed therein, only to the extent that it is necessary for the purpose of

- (a) assisting and protecting the public;
- (b) providing relief to the public;
- (c) protecting property;
- (d) preventing or combatting disruption; or
- (e) dealing with the destructive and other effects of the disaster

Since then, the country has seen a series of regulations being released by government as a means to contain the spread of the virus, reduce the impact on infected and affected parties whilst attempting to save the economy of the country.

On the 1st of May 2020 the Republic South Africa moved to Level 4 lockdown where a new set of regulations became applicable affecting different parts of the population including the public sector. As part of the Lockdown Regulations for Level 4 it emerged that certain designated sectors would be permitted and required to return to work whilst adhering to strict preventive Covid-19 protocols in order to curb and contain the spread of the virus.

According to Level 4 Lockdown Regulations, all industries, businesses entities, both private and in the public sector, which are permitted to operate during Alert Level 4, must(a) designate a COVID -19 compliance officer who will oversee the: (i) implementation of the plan referred to in sub regulation (b); and (ii) adherence to the standards of hygiene and health protocols relating to COVID -19 at the workplace: (b) develop a plan for the phased in return of their employees to the workplace, prior to reopening the workplace for business, which plan must correspond with Annexure E and be retained for inspection and contain the following information: (i) which employees are permitted to work; (ii) what the plans for the phased -in return of their employees to the workplace are; (iii) what health protocols are in place to protect employees from COVID-19; and (iv) the details of the COVID -19 compliance officer: (c) phase in the return of their employees to work to manage the return of employees from other provinces, metropolitan and district areas: and (d) develop measures to ensure that the workplace meets the standards of health protocols, adequate space for employees and social distancing measures for the public and service providers, as required.

Furthermore, the Alfred Nzo Development Agency, recognises that amid efforts to curb the impact of the corona virus a notable change in policy direction is observed as the country prepares to move to Level 3 Lockdown. As the country progressively eases the lockdown regulations and attempts to recover the economy much emphasis is now placed on the need to re-start the economy, create employment opportunities and more specifically decentralise the economy.

As the government of South Africa contemplates what to do in order to re-start the economy the District Development Model previously announced by the president in his June 2019 State the National Address and the concept of a decentralised economy seems to receive much emphasis and is believed to provide a framework upon which economic development programmes will be based for rollout in the 44 Districts and the 8 Metros of the country.

In this light ANDA has developed a high-level plan that addresses the phased return of employees to work in line with Level Regulations as outlined above. Furthermore, in the table below ANDA outline a

few high-level interventions that are meant to define the role of the Entity in the quest to stimulate the economy. Other interventions that are meant to assist the Development Agency address the effects of Covid-19 on the ANDM economy are addresses in the Strategic Development Section of this document. Projects outlines din this section are designed as strategies to be employed in the recovery of the economy.

Inherent risks	Mitigation strategies	Means of verification	Resource Capacity
Possible spread of the virus within the organisation	<ol style="list-style-type: none"> 1. Di-contamination of the office premises in line with the recommendations of the regulations 2. Working from home where feasible. 3. Holding of virtual meetings. 	<ol style="list-style-type: none"> 1. Di-contamination Report 	There is minimal resource capacity. Available resource capacity will not adequately address mitigation strategies during the entire period of the Covid-19 and post Covid-19.
Possible spread of the virus in the external environment	<ol style="list-style-type: none"> 1. Work with DPW for the provision of Emfundisweni as a quarantine site 2. Work with DPW for the provision of Msukeni as a quarantine 	<ol style="list-style-type: none"> 1. Progress Implementation Report 	None. Entity will rely On support from ANDM and DPW to finance resources that are necessary for infrastructural changes and equipment.
Negative impact of the ANDM economy	<ol style="list-style-type: none"> 1. Partner with DSBD and local SMMES for the massive production of cloth masks for income generation 2. Ensure implementation of already approved SETA programmes for SMME development in order to stimulate the economic recovery of ANDM. 	<ol style="list-style-type: none"> 1. Progress Implementation Report 	ANDA will utilise internal capacity to prepare and submit proposals. ANDA currently does not have the finances to purchase material, equipment and finance the minimal infrastructure changes at available production site for cloth masks. It is envisaged that the production site at

	<p>3. Follow-up on outstanding approvals for ANDA in favour ANDM investment.</p> <p>4. Submit proposals to various stakeholders in order to attract investment in ANDM economy</p> <p>5. Finalise the process to set up a resource mobilisation panel, which will support ANDA in mobilisation of investment in order to stimulate the economy post Covid-19</p>		<p>eMfundisweni and Bizana Cultural Village can be used as centres of production while some SMMEs will operate from home.</p>
--	--	--	---

PART 3: STRATEGIC FRAMEWORK

3.1 Mandate

The mandate of the Agency therefore is to:

- Act as the operational arm of the Municipality for the purposes of implementing economic, social and environmental policies and projects within ANDM jurisdiction;
- Develop the innovation and entrepreneurial potential and activity which supports and drives economic growth within ANDM jurisdiction;
- To leverage public and private resources and support for development around opportunities which offer economic and development potential;
- Acquire, develop and manage land and buildings necessary to provide public good, generate revenue towards self-sustainability and enable the Agency to achieve its stated aims and objectives;
- Acquire and exercise rights and duties, necessary for the furtherance of its objectives, and generally to perform such further functions as may be delegated or assigned to it by the Municipal Council from time to time

3.2 Alignment of the Mandate of the entity with the DDP and IDP

The mandate of the ANDA was informed by thorough considerations of different strategic documents e.g. the DDP, IDP and other strategic documents that influence economic development in our District. The DDP is a pioneering document that guides the District's continuous inclusive socio-economic growth towards a long-term goal; vision 2030. In order to achieve Goal 1 of the DDP which is to enable infrastructure network within the District, the Agency is mandated to acquire, develop and manage land and buildings necessary to provide public good, generate revenue towards self-sustainability and enable the Agency to achieve its stated aims and objectives, this goal is aligned with goal 2 of the IDP which is aimed at delivering basic service and empower communities of Alfred Nzo.

Goal 3 of the DDP aspires to see an innovative District and inclusive economic growth. To that effect, the Council mandated the Agency to develop the innovation and entrepreneurial potential and activity which supports and drives economic growth within ANDM jurisdiction. This mandate was also influenced by the IDP's number one focus area; inclusive growth and development. Related to this, the DDP desires a high impact rural development for our District, especially in the field of agriculture.

Further to that, environmental sustainability is at the core of both the DDP and IDP development framework. This then complements the basis of the core business of the agency; our mandated is orientated around accelerated inclusive socio-economic development as well as environmental sustainability. At the centre of ANDA's mandate

is the good governance, sound financial viability and enhanced human capital which are also fundamental goals of both the DDP and IDP.

3.3 Vision

“Leading a rapidly growing economy that generates wealth for its people”

3.4 Mission

To facilitate inclusive and innovative socio-economic growth through promoting sustainable enterprises development and implementation of high impact initiatives

3.5 Value Proposition

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

3.6 Values

- Innovation
- Partnership
- Integrity
- Accountability and transparency
- Professionalism
- Agility
- Leadership

3.7 STRATEGIC GOALS, OBJECTIVES, PROGRAMMES & PRIORITY PROJECTS

The Entity is to have a balanced strategy - Strategic Goals with related Strategic Objectives, Programmes and Project. The following need to be crafted to make it easy to develop a Service Delivery Implementation Plan (SDBIP) that will enable the monitoring of the performance for each of the Senior Managers by the CEO, as well as the monitoring of the performance of the CEO by the Board. The following strategic goals have been identified for Entity in line with respective departments of the Entity and directly in line with the IDP of the municipality:

Goal 1: Sustainable Inclusive Economic Growth, this goal will be primarily driven by the Programmes Department. This department is charged with facilitating the implementation of the core business of the municipal entity. Although this goal's key objective is to drive economic development, however it must be emphasised that all strategies will be implemented taking into account sustainability requirements including environmental sensitivity.

Goal 2: Economic Infrastructure Development, this goal will be driven by the Programmes department. The objective is to ensure that the Development Agency plays a role in supporting economic infrastructure development.

Goal 3: Sound Financial Management, this goal will be driven primarily by the Finance Department

Goal 4: Good Governance, this goal will be driven mainly by the Office of the CEO

Goal 5: Enhancing Human Capabilities, Organisational efficiency and effectiveness, this goal will be driven by the Corporate Services Department.

3.7.1. PROGRAMMES DEPARTMENT

Strategic Goal #1&2		Sustainable Inclusive Growth and Development, Economic Infrastructure Development			
Strategic Objective #1		To be recognised as the food basket in the region and markets beyond			
Business Plan Reference	Key Priority Project	Programmes	Strategic Objectives	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.1.1	Cannabis Production	Agriculture, Agro-Processing and Forestry Development Programme	To be recognized as the food basket in the region and markets beyond	<ol style="list-style-type: none"> 1. Number of desktop research conducted 2. Number of farmers mobilised 	<ol style="list-style-type: none"> 1. Desktop research document, 2. Attendance register, 3. Farmers database
3.7.1.2	Rural Intensive Farming Rearing		To be recognized as the food basket in the region and markets beyond	<ol style="list-style-type: none"> 1. Number of Ha of land secured, 2. Number of strategic partners secured 3. Number of Farmers mobilized 	<ol style="list-style-type: none"> 1. Lease Agreement/PTO 2. attendance registers. 3. Concept Document
3.7.1.3	Agri Park Programme		To be recognized as the food basket in the region and markets beyond	<ol style="list-style-type: none"> 1. Number of retailers secured as market; 2. Number of funding Proposals submitted 	Farmer Partnership Agreements, SLA, copy of 2x funding proposal

Strategic Goal #1&2		Sustainable Inclusive Growth and Development, Economic Infrastructure Development			
Strategic Objective #4		To facilitate the provision of adequate infrastructure and property development			
Business Plan Reference	Key Priority Project	Programmes	Strategic Objectives	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.1.4	<ol style="list-style-type: none"> 1. Msukeni Development Centre 2. EMfundisweni Development Centre 3. Umzimvubu Goats Project 4. Mbizana Chicken Abattoir 5. Fort Donald 	Property and Infrastructure Development Programme	To facilitate the provision of adequate infrastructure and property development	<ol style="list-style-type: none"> 1. Number of PTOs obtained, Number of conditional infrastructure assessments undertaken and number of operating partners secured 2. Number of Ha secured, Number of commitments for development secured 3. Number of PTO's obtained, number of infrastructure conditional assessments undertaken 4. Number of Title Deeds obtained, Number of Conditional infrastructure assessments undertaken 5. Number of lease agreements renewed and 	<ol style="list-style-type: none"> 1.PTO, Conditional infrastructure assessment report, appointment letter 2. PTO, Meeting Minutes, attendance register 3. PTO document, Conditional infrastructure report 4.Attendance Registers, conditional infrastructure assessment report, Title Deed/PTO 5. Lease agreement signed, Proof of monthly payments, invoices

				number of rental payments monitored	
--	--	--	--	-------------------------------------	--

Strategic Goal #1&2		Sustainable Inclusive Growth and Development, Economic Infrastructure Development			
Strategic Objective #5		Increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed.			
Business Plan Reference	Key Priority Project	Programmes	Strategic Objectives	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.1.5	1. Emfundisweni Business Development Support 2. SMME Business Development Support	Enterprises Development and Support Services	Increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed.	1. Number of SMMEs provided with financial support, Number of SLA signed and number of business plans developed 2. Number of SMMEs/co-operatives assisted; Number of Development Institutions collaborated with	1. Signed SLA's, Proof of payments, business plan, Terms of Reference, Advert and appointment letter 2. Attendance registers, Emails, Referrals letters, approval letters/funding agreements and copies of business plans

3.7.1.6	<ol style="list-style-type: none"> 1. Discretionary Grant: Service SETA 2. Emfundisweni Special Programmes/ Service SETA 3. Emfundisweni: FP & M SETA 4. Food and Bev manufacturing SETA 5. AgriSETA 6. Skills for District Economic Development Programme-NSF 7. WRSETA 		<p>Increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed.</p>	<ol style="list-style-type: none"> 1. Number of learners trained, 2. Number of employed and unemployed learners on each Learnership Programme 3. Number of learners enrolled on Skills Programme 4. Number of learners on learnership Programme 5. Number of learners enrolled on each Learnership Programme 6. Number of learners enrolled on Learnership Programme 7. Number of Funding Proposals developed and approved, Number of Learners recruited 	<ol style="list-style-type: none"> 1. TORs, 2x Advert, Appointment letter/SLA, Acknowledgement of receipt of training material, minutes, Training report and learner attendance register, placement report, assessments report and moderation reports, Learners contracts 2. Acknowledgement of receipt of training material, Learner Attendance Registers; Implementation plans; Assessment Reports;
---------	---	--	--	---	---

					<p>Moderation Reports, Placement Report, Training reports and learner's attendance register</p> <p>3. 2x Appointment letters; Learners Attendance Registers; 2x Implementation plans; 2x Assessment Reports; x Moderation Reports, Commencement letter, 50 x NVC Learners contracts, 50X Learner contracts for clothing manufacturing, invoices, 2x</p>
--	--	--	--	--	---

					<p>Placement Report, SORs</p> <p>4. MoA, Advert, Learners contracts, Acknowledgement of receipt of training materials, assessment report, moderation report, placement report, training report, proof of payment</p> <p>5. 3x Terms of Reference, 3x Appointment letters; Learners Attendance Registers; 3x Implementation plans; 3x Assessment Reports; 3x Moderation Reports,</p>
--	--	--	--	--	---

					<p>Commencement letter, 30x Learners contracts, invoices, 3x Placement Report, SORs</p> <p>6. MoA, SLA, Attendance register, Proof of payment (first trench) Training Report, Placement report, Assessment reports, Moderation Reports, Payment vouches</p> <p>7. Signed Funding Proposal, recruitment report</p>
--	--	--	--	--	---

Strategic Goal #1&2		Sustainable Inclusive Growth and Development, Economic Infrastructure Development			
Strategic Objective #5		Promote sustainable Inclusive Textile Industry in the District			
Business Plan Reference	Key Priority Project	Programmes	Strategic Objectives	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.1.7	Resident Fashion Design	Manufacturing	Promote sustainable Inclusive Textile Industry in the District	1. Number of Business Plans Developed, Number of Concept Documents developed, Number of Stakeholders collaborated with	1. Concept Document, business plan, Attendance Register

3.7.2 DEPARTMENT OF CORPORATE SERVICES AND ADMINISTRATION

Strategic Goal #5		Enhancing Human Capabilities, Organisational efficiency and effectiveness			
Strategic Objective		Organisational efficiency			
Business Plan Reference	Key Priority Project	Programmes	Strategic Objective	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.2.1	Policy Development	Human Resource Management	Ensure compliant controlled work environment	1. Number of policies reviewed and approved	Reviewed Policies, Proof of Submission,
3.7.2.2	VIP Payroll	Human Resource Management	Efficient and effective compensation of the ANDA Workforce	1. Number of payrolls runs processed	Payroll System Reports, EMP201 Report, EMP501 Reconciliation, Payroll Reconciliation
3.7.2.3	Organogram Review	Human Resource Management	To ensure appropriate organisation structure to deliver on the vision of the strategy	Number of reviewed and approved Organograms	1. Reviewed and approved Organogram, Signed JDS for all approved positions, Outcomes of the Job Evaluation
3.7.2.4	Skills Development	Human Resource Development	To promote the development of Human Resource Capacity	Number employees trained on CPMD	Proof of Registration, Attendance Registers Training Plan for 2021/2022

3.7.2.5	ICT Management	ICT	Effective communication and information management	Number of deliverables completed	1. Orders for Door and Air conditioner, 2. Updated anti-virus software on laptops 3. Proof of validity on Software Licenses 4. Risk assessment report for server room
3.7.2.6	Records Management	Administration	To safe guide organisational memory and archives	Number of manual general filling systems developed and approved	Approved general filing system document
3.7.2.7	Individual Performance Management (IPM)	Institutional and Individual Performance Management	Increase the performance and efficiency level	Number of employees evaluated	Signed Performacne Agreements and Approved Performance Evaluation Template Performance evaluation Results for Entity employees
3.7.2.8	Cleaning Goods and Services	Auxiliary Services	Ensure hygiene and clean work environment	Number of Cleaning Material procured	Orders, delivery notes and monitoring registers
3.7.2.9	Printing and Stationery	Administration	To ensure smooth, operational, healthy office environment	Number of quarterly procurements completed	Delivery notes and Invoices, job report

3.7.2.10	Institutional Performance Management	Institutional and Individual Performance Management	To strengthen institutional reporting, compliance and performance level	Number of targets achieved	Proof of Submissions, Attendance Registers, Meeting Minutes
3.7.2.11	Recruitment and Selection	Human Resource Management	Ensure capable workforce to deliver on the Vision of the Strategy	Number of positions filled in line with 2020/2021 Organogram	Appointment Letters, Advert and Recruitment Plan
3.7.2.12	Occupation Health and Safety	Human Resource Management	Ensure healthy and safety working Environment	Number of offices inspected of health and safety at a regular interval	Signed Appointment Letters for Healthy and Safety committee, Order for servicing of the Fire extinguishers, Registers and Report for the Health and Safety committee meetings.

3.7.3 DEPARTMENT OF BUDGET AND TREASURY

Strategic Goal #4		A capable and Financially Viable Institution			
Business Plan Reference	Key Priority Project	Programme	Strategic Objective	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.3.1	Procurement Projects	Supply Chain Management	Maximise economies of scale and value for money by complying with SCM Policies	1. Number of reports on the Implementation of SCM policy produced	1x Annual Implementation of SCM policy report
3.7.3.2	Asset Management	Supply Chain Management	Update of Fixed Assets Register and safe guarding & maintenance of assets	1. Number of Annual Asset Management reports produced	1x Annual Asset Management Report
3.7.3.3	Fleet Management	Supply Chain Management	Safeguarding and maintenance of Assets	1. Number of monthly fleet registers	12x Monthly Fleet Management reports.
3.7.3.4	Inventory Management	Supply Chain Management	Control and monitoring of inventory	1. Number of annual inventory reports produced	1x Annual Inventory Management Report
3.7.3.5	Budget & Reporting	Finance	Prepare accurate and reliable Annual Financial Statements, implement	1. Number of deliverables completed	ANDA set of AFS, Sec 87 reports (budget vs actual expenditure), Sec 88 -tern

			mSCOA budgeting and reporting.		report, budget developed & implemented in terms of s87, Quarterly in Year Financial Reports
3.7.3.6	Financial Information Systems	Finance	Comply with National Treasury mSCOA regulations	1. Number of mSCOA progress reports produced & submitted.	mSCOA implementation Plan, (mSCOA Progress Reports)
3.7.3.7	Revenue & Expenditure	Finance	Implement revenue and enhancement strategy; improve and maintain expenditure management & controls; strengthen governance and reduce risk; payment of creditors within 30 days	1. Number of deliverables produced	12x Cash & Investment reports, 6x VAT reports, 12x PAYE, 12x Bank Reconciliation, 12x Creditors Reconciliation

3.7.4. Office of the Chief Executive Officer

Strategic Goal #4		Good Governance			
Strategic Objective #6		To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity			
Business Plan Reference	Key Priority Project	Programme	Strategic Objective	Key Performance Indicators (KPI)	Means of Verification (MOI)
3.7.4.1	Planning and Reporting	Corporate Governance and Legal Compliance	To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity	1. Number of targets achieved	1. Board notice and attendance Registers, 1 ANDA Final Budget 2021/22, 1 Multi-year Business Plan 2021/22, and SDBIP 2021/22 .1 Midterm Budget and Performance Assessment report, 1 Adjusted Multiyear Business Plan and 1 adjusted SDBIP 2020/2021. 1 Strategic Planning Report
3.7.4.2	Communications, Marketing and Branding Strategy	Communications	Promotion of stakeholders relations and positive public image of ANDA	1. Number of Final draft Communications, Marketing and	Final Draft Communications, Marketing and Branding Strategy

				Branding Strategies	
3.7.4.3	Internal Audit	Corporate Governance and Legal Compliance	To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity	Number of targets achieved	Attendance Register, Audit Action Plan
3.7.4.4	Risk Management	Corporate Governance and Legal Compliance	To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity	Number of targets achieved	Attendance Register, Audit Action Plan
3.7.4.5	Legal Services	Corporate Governance and Legal Compliance	To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity	Number of targets achieved	Attendance Register, Litigations Register

3.8 PERFORMANCE TARGETS

3.8.1 PROGRAMMES DEPARTMENT

Strategic Goal#1&2	Inclusive Growth and Development & Economic Infrastructure Development		
Strategic Objectives	Programmes	Projects	Annual Performance Target (2020/2021)
3.8.1.1. To be recognised as the food basket in the region and markets beyond.	Agriculture, Agro-Processing and Forestry Development Programme	Cannabis Production	1.Undertake Desktop research for Cannabis Production by 30 September 2020 2. Mobilise farmers by 30 June 2021
3.8.1.2. To be recognised as the food basket in the region and markets beyond.	Agriculture, Agro-Processing and Forestry Development Programme	Rural Intensive Farming Rearing	1.To establish Sheep Incubation Farming Project by 30 June 2021
3.8.1.3. To be recognised as the food basket in the region and markets beyond.	Agriculture, Agro-Processing and Forestry Development Programme	Agri Park Programme	1. Secure Market for agricultural produce of 100 Farmers by 30 June 2021 2. Submit 2 funding proposals for Agri park Programme by 30 June 2021 3. Secure Partnership agreement with SANAMI by 30 June 2021
3.8.1.4 To facilitate the provision of adequate infrastructure and property development	Property and infrastructure Development	ANDA Property Revitalization and Development: <ol style="list-style-type: none"> 1. Msukeni Development Centre 2. EMfundisweni Development Centre 3. Umzimvubu Goats Project 4. Mbizana Chicken Abattoir 	1. Secure land ownership documentation of Msukeni Development Centre by 30 June 2021, Facilitate the undertaking of conditional infrastructure assessment by 30 June 2020, Secure operating partner by 30 June 2021

		5. Fort Donald	<p>2. Secure land ownership for Emfundisweni Skills Centre, Resolve TFC processes, Secure development commitment from Department of Higher Education and Training by 30 June 2021</p> <p>3. Secure land for Umzimvubu Goat Complex, Undertake Infrastructure Conditional Assessment by 30 June 2021,</p> <p>4. Secure land ownership of Mbizana Chicken Abattoir, Undertake conditional infrastructure assessment by June 2021</p> <p>5. Renew of Lease agreement, Secure market for the wattle, Monitor rental payment by 30 June 2021</p>
3.8.1.5 Increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed.	Enterprise Development and support services	<ul style="list-style-type: none"> - Emfundisweni Business Development Support - SMME Development Programme 	<p>1. Provide R672 000 financial support for Emfundisweni Skills Operations, Sign x 1 Service Level Agreement (SLA) between ANDA and Emfundisweni, Develop 1 x business plan for the centre by 30 June 2021</p> <p>2. Facilitate collaboration with 2 developmental institutions, facilitate access to finance for 6 SMME's/co-operatives, Facilitate the development of business plans for 6 SMME's/cooperative, Secure market access for 3 SMME'S/co-operatives by June 2021</p>
3.8.1.5 Increase the contribution of small enterprises to the growth of the ANDM	Enterprise Development and support services	<ol style="list-style-type: none"> 1. Discretionary Grant: Service SETA 2. Emfundisweni Special Programmes: Service SETA 3. Emfundisweni: FP & M SETA 4. Food and Bev Manufacturing Seta 5. AgriSETA 	<ol style="list-style-type: none"> 1. Implementation of learnership programme for 60 unemployed learners on project management by 30 June 2021 2. Implementation of 3 learnership programmes by 30 June 2021 consisting of (52x Project Management, 45x Building

economy and transfer skills to the unemployed		<p>6. Skills for District Economic Development Programme- NSF</p> <p>7. WRSETA</p>	<p>civil and construction and 7x Project Management); Implementation of short skills programme (End Use Computer) by 30 June 2021</p> <p>3. Implementation of skills programme for 50 unemployed learners on New Venture Creation, Implementation of Skills programme for 50 unemployed learners on Clothing Manufacturing, by 30 June 2021,</p> <p>4. Facilitate the implementation of learnership programme for 45 unemployed learners in Food and Bev handling processing by 30 June 2021</p> <p>5. Implementation of learnership programme for 10 unemployed learners on Plant Production; Implementation of learnership programme for unemployed learners on Animal Production; Implementation of learnership programme for unemployed learners on Mixed Farming system by 30 June 2021</p> <p>6. Implementation of learnership programme for 250 unemployed learners on Mixed Farming system by 30 June 2021</p> <p>7. Implement Resource Mobilisation for WRSETA learnership programme by 30 June 2021</p>
Increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed	Manufacturing Programme	Resident Fashion Design	<p>1. Develop a concept document and Business Plan for the RFD programme; Facilitate collaboration with relevant stakeholders in the Textile Industry by 30 June 2021</p>

3.8.2 DEPARTMENT OF CORPORATE SERVICES

Strategic Goal#3 & 4	Effective Public Participation Good Governance and Partnerships, A capable and Financially Viable Institution		
Strategic Objectives	Programmes	Projects	Annual Performance Target (2020/2021)
3.8.2.1 Ensure compliant controlled environment	Human Resource Management	Policy Development	1. Monitor implementation of ANDA Policies, review and facilitate approval of organisational policies by 30 June 2021
3.8.2.2 Efficient and effective payroll system	Human Resource Management	VIP Payroll	1. To process 12x payroll runs by 30 June 2021
3.8.2.3 Ensure Appropriate Organisational Structure to deliver on the Vision of the Strategy	Human Resource Management	Organogram Review	<ol style="list-style-type: none"> 1. Facilitate the review and approval of organisational structure by 30 June 2021 2. Facilitate the Signing of Job Descriptions by all relevant stakeholders by June 2021 3. Conduct Job evaluations by June 2021
3.8.2.4 To promote the development of Human Resource Capacity	Human Resource Development	Skills Development	1. To train 2x employees on CPMD by 30 June 2021
3.8.2.5 Effective Communication and Information Management	ICT	ICT Management, Website Management	1. Complete 3 deliverables entailing (Procure Air conditioner and Door, upgrade of Anti-virus software on Laptops, Monitoring validity of software Licences by 30 June 2021
3.8.2.6 To safeguard Organisational memory and Archives	Administration	Records Management	1. Monitor implementation of Manual general filling system by June 2021

3.8.2.7 Increase the performance and efficiency level	Institutional and Individual Performance Management	Individual Performance Management	1. To Evaluate Entity staff by June 2021 and Cascading of PMS by June 2021
3.8.2.8 Ensure hygiene and clean work environment	Auxiliary Services	Cleaning Goods and Services	2. Procure cleaning Material and supplies and monitor cleaning services by 30 June 2021
3.8.2.9 To ensure smooth, operational, healthy office environment	Administration	Printing and Stationary	1. To procure stationery quarterly and service Printing Machine by 30 June 2021
3.8.2.10. To strengthen institutional reporting, compliance and performance level	Institutional and Individual Performance Management	Planning and Reporting	<ol style="list-style-type: none"> 1. Submit 4 Quarterly In-year Performance and Financial Reports, Mid-term Budget and performance assessment report, Draft ANDA Multi-year Business Plan 2021/22 and Draft SDBIP 2021/22 to the Office of the CEO by 31 May 2021. 2. Hold 12 Monthly management meetings by 30 June 2021 3. Cascading of PMS to all levels of employment within the Entity by 30 June 2021
3.8.2.11 Ensure capable workforce to deliver on the Vision of the Strategy	Human Resource Management	Recruitment and Selection	1. Recruitment of 2 vacant positions as per 2020/2021 Organogram by 30 June 2021

3.8.3 DEPARTMENT OF BUDGET AND TREASURY

Strategic Goal#3	Sound Financial Management		
Strategic Objectives	Programmes	Projects	Annual Performance Target (2020/2021)
3.8.3.1 Maximise economies of scale and value for money by complying with SCM Policies	Supply Chain Management	Procurement Projects	1. To produce 5 reports on the Implementation of the Supply Chain Management policy by 30 June 2021 dealing with (deviations reports, irregular expenditure, contract management register, orders issued less than R30 000, orders issued less than R200 000, bids awarded above R200 000, updated supplier database, progress with implementation of procurement plan, sitting of bid committees)
3.8.3.2 Update of Fixed Assets Register and safe guarding & maintenance of assets	Supply Chain Management	Asset Management	To produce 4 Quarterly Asset Management Reports by 30 June 2021 dealing with (12x fixed asset register, 12x purchase listing (additions), 4x asset verification reports, 12x updates to the portfolio of assets insured). Advertising for insurance services by 30 June 2021.
3.8.3.3 Safeguarding and maintenance of Assets	Supply Chain Management	Fleet Management	To produce 12 Fleet Management Reports by 30 June 2021. Update licensing of motor vehicle, servicing of motor vehicle, Installation & rental of tracking device by 30 June 2021

3.8.3.4 Control and monitoring of inventory	Supply Chain Management	Inventory Management	To produce 1x Annual Inventory Management Report dealing with (12x issue note listings,12x inventory count reports and 12x inventory reconciliations) by 30 June 2021
3.8.3.5 Prepare accurate and reliable Annual Financial Statements, implement Budget budgeting and reporting	Finance	Budget & Reporting	Complete 22 deliverables by 30th of June 2020 consisting of (1 x ANDA set of AFS,12 x Sec 87 reports (budget vs actual expenditure), 1 x Sec 88 Mid-term report, 4 x budget developed & implemented in terms of s87, 4 x Quarterly in-year Financial and performance Reports, External Auditing), ANDA 2020/21 Final Budget, ANDA 2020/19 Adjusted Budget
3.8.3.6 Comply with National Treasury mSCOA regulations	Finance	Financial Information System	To be mSCOA compliant by 30 June 2021
3.8.3.7 Implement revenue and enhancement strategy; improve and maintain expenditure management & controls; strengthen governance and reduce risk; payment of creditors within 30 days	Finance	Revenue & Expenditure	To produce 4 deliverables by 30 June 2020 entailing (12x Cash & Investment reports, 4x VAT reports, 12x PAYE,12x Bank Reconciliation,12x Creditors Reconciliation)

3.8.4 Office of the Chief Executive Officer

Strategic Goal#4	Good Governance		
Strategic Objectives	Programmes	Projects	Annual Performance Target (2020/2021)
3.8.4.1 To Strengthen Governance and Reduce Risk	Corporate Governance, Legal Compliance and Services	Planning and Reporting	1. Submit 1 ANDA Final Budget 2021/22 to the Board, 2. Submit 1 Multi-year Business Plan 2021/22, and SDBIP 2021/22 to the Board 3. Submit 1 Midterm Budget and Performance Assessment report, 4. Submit 1 Adjusted Multiyear Business Plan and 1 adjusted SDBIP 2020/2021. to the Board 5. Hold 1 Strategic Planning Report
3.8.4.2 Promotion of Public Participation through development of Communications, Marketing and Branding Strategy	Communications	Communications, Marketing and Branding Strategy	To develop 1x Communications, Marketing and Branding Strategy by 30 June 2021.
3.8.4.3. To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity	Corporate Governance, Legal Compliance and Services	Internal Audit	Review ANDA Audit Action Plan by 30 June 2021
3.8.4.4. To Strengthen Governance, Reduce Risk,	Corporate Governance, Legal Compliance and Services	Risk Management	Review ANDA Risk Register by 30 June 2021

Increase performance and efficiency within the Entity			
3.8.4.5. To Strengthen Governance, Reduce Risk, Increase performance and efficiency within the Entity	Corporate Governance, Legal Compliance and Services	Legal Services	To review ANDA litigations Register by 30 June 2021

PART 5: RISKS ANALYSIS

5.1 ALFRED NZO DEVELOPMENT AGENCY RISK PROFILE FOR THE YEAR 2020/2021

LEGENDS:

CONSOLIDATED RESULTS AND SUMMARY OF THE RISK REGISTER

The following table show the number of risks, tasks as well as the inherent and residual risk exposure for Alfred Nzo Development Agency.

Risk Category	No. of Risks	No. of Tasks	Extreme	High	Medium	Low	Very Low
Financial	3	9	2	1	0	0	0
Service Delivery/Project Management	3	9	2	0	1	0	0
Human Resource	1	2	0	1	0	0	0
Regulatory/Compliance	5	7	0	5	0	0	0
Total	12	27	4	7	1	0	0

PART 6: CONCLUSION

In conclusion, this Multi-Year Business Plan sets out a broad course of action for the Entity, taking into consideration the material political and socio-economic conditions that dictate the pace of progress or lack thereof, which can be achieved. This Multi-Year Business is not an implementation/action plan, but a statement of positioning ANDA in its existing operating environment. It sets out elements that are critical to chart the organisation's cause over the 2020/2021 financial year.

It is also crucial to note the fact that the targets that the organisation may achieve will depend on the consolidated efforts of its stakeholders, and the support that the stakeholders will lend to this process. Therefore, the support of the District Municipality, the Local Municipalities, and partner development organisations will be pivotal, notwithstanding the oversight role that the Board of the Entity is expected to play.

This Multi-Year Business Plan needs to be read in conjunction with the Entity's the Service Delivery and Budget Implementation Plan (SDBIPs).