



Strategic Plan
2015-2020

“Together we move Bokone Bophirima Province forward”

Reviewed for Financial Year 2016/2017

Approved by the Board of Directors on 29 March 2016

FOREWORD

Inspired and driven by our mandate of economic development, the North West Development Corporation (NWDC) operates from the centre of the predominantly rural province which is the Bokone Bophirima Province of South Africa.

It is thus, fuelled by the appropriate developmental agenda, that the NWDC is proud to present its reviewed Strategic Plan and Annual Performance Plans for the Financial Year 2016/2017.

The strategies and plans outlined in this document have been meticulously weighed and formulated to be aligned to key national and provincial policies and priorities, particularly those pertaining to economic development, growth and accelerated employment. Of specific relevance to the formulated approach of the NWDC is the overarching theme of the Medium Term Strategic Framework of *radical (and sustainable) economic transformation, rapid economic growth and job creation*.

It is with this vision in mind, that the document outlines strategies, programmes and deliverables that balance both a developmental and a commercial agenda. Our strategies range from registering, training and developing SMMEs, co-operatives and provincial exporters in the province's many villages, townships and small dorpias (VTSDs); to growing commercially as a corporation by leasing our properties at market value; investing our reserves and growing the revenue of our hospitality ventures at Dirapeng and Christiana.

In effectively executing these goals in Villages, Townships and Small Dorpias as per the provincial agenda, the NWDC's strategic approach will focus on Smart Specialisation. This approach places great emphasis on *innovation*, focusing on each area's strengths and competitive advantages. In following this approach, factors of competitiveness are identified; allocating resources to key priorities to harness diversity and avoid a duplication of investment goals. Smart Specialisation combines goal setting with a dynamic discovery process involving key stakeholders from government, business, academia and other relevant knowledge-creating institutions.

Through the leadership of the Board of Directors and the management team of the NWDC, this document shines as our beacon to provide direction and consistency in advancing on a sustainable growth path; towards fulfilling our vision of being the heartbeat of trade, investment, sustainable economic development and job creation.



Bridgeman Khumalo

Chairperson of the North West Development Corporation

STATEMENT BY THE ACTING CEO

This strategic plan stipulates the aspirations and priorities of the NWDC in the short to medium term. These priorities are delineated into goals and objectives in order to address the breadth of the organisation's mandate. As per the requirement from National Treasury, this strategic plan spans a five year period from 2015-2020 and is structured in accordance with the requirements stated in the "Framework for Strategic Plans and Annual Performance Plans".

As the official investment agency of the North West Province, the NWDC's ultimate goal is to industrialise the economy, attract investments, promote exports and overcome the legacy of economic imbalances. This strategic plan therefore integrates these obligations, stipulations and functions into priority areas and discusses how these are going to address the overall mandate of the organisation within the time frame specified.

The strategic plan anticipates foreseeable and unforeseeable developments that will place significant demands on the NWDC ability and readiness to function as the heartbeat of trade, investment, sustainable economic development and job creation.

Our thinking on the period ahead has been shaped by the fifth administration's position on the Rebranding, Repositioning and Renewal course championed by the Premier and anchored on these five concretes:

- ACT (Agriculture, Culture and Tourism);
- VTSD (Villages, Townships and Small Dorpies);
- RHR (Reconciliation, Healing and Renewal);
- Setsokotsane (comprehensive & integrated service delivery campaign); and
- Saamwerk-Saamtrek (call for unity of purpose above race divisions)

The workforce – our pride

In order to respond to the refreshed mandate of the NWDC, the Board of Directors has approved the micro-structure which would assist the entity in the proper placement of staff.

The organisation took this important business decision to create a flatter and leaner structure; redefine the roles to create an effective structure that will deliver on its strategic objectives; create a logical organisational structure that creates a flow between and within functions; and reinforce compliance and governance structures in terms of its new mandate.

Empowering small entrepreneurs

Management conducted an internal SWOT analysis in order to determine internal adequacies within the organisation to be able to fulfil its mandate. One of the areas which came out pointedly was the need to create an environment where the small micro medium enterprises will flourish. A new SMME model has been developed and implemented and the NWDC has experienced a substantial figure of small entrepreneurs being assisted through our Bridging Finance portfolio.

Expanding our footprints

In keeping with the vision championed by Premier Supra Mahumapelo to rebrand, reposition and renew Villages, Townships and Small *Dorpi*s (VTSDs), the NWDC has opened eight Enterprise Development Centres (EDC) which would act as a hub of business support and economic development to communities throughout the North West Province. These EDCs are resourced to assist particularly women, youth; and people living with disability; led co-operatives on company and co-operatives' registrations; funding advice and referrals as well as conducting local training workshops and seminars.

A growing portfolio

With the strategic acquisition of Christiana Hotel, the Mmabatho Convention Centre as well as the Signal Hill Development (Leopard Park Estate), the entity stands to expand its key income generator, the property portfolio, resulting in strengthening its balance sheet and thereby affirming its liquidity to operate as a going concern.

Financial muscle

Adherence to matters pertinent to financial compliance remains a non-negotiable terrain of the NWDC. The entity, with funding from government (which is not adequate) as well as tapping from its own income, continues to implement projects and programmes set out in its Annual Performance Plan Document. The entity operates within the confines of the approved Financial Delegation of Authority for purposes of financial transactions. Other areas of investments are being explored, aimed at growing the revenue base of the institution.

Challenges

Budgetary constraints hamper the entity to deliver in precise accord to agreed targets. Projects referred by the mother department to implement without the accompanying budget strains the ability of the entity to fully implement its programmes. Outstanding placement of staff contributes to staff morale being at its lowest ebb.

Conclusion

The NWDC is more than ever before in a better position to execute its refreshed mandate with a provision that this mandate is fully funded to ensure that its mandate as well as the aspirations of the North West Provincial Government, that of bettering the lives of the people, becomes a reality.

During the period covered by this strategy, the NWDC will modernise its operations and practices and ramp up its outputs. The organisation is undertaking also to deepen stakeholder relations so we can engage directly with communities and key constituencies in our society and economy.

We continue to seek new partners who share the NWDC's vision and who will contribute to our continued growth and prosperity.



Mr Lemogang Moletsane
Acting Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this strategic plan:

- Was developed by the Management of the North West Development Corporation under the guidance of the Board of Directors of the North West Development Corporation;
- Takes into account all the relevant policies, legislation and other mandates for which the North West Development Corporation is responsible; and
- Accurately reflects the strategic goals and objectives which the North West Development Corporation will endeavour to achieve over the period indicated



Ms Elize Fouché

Head Official responsible for Planning



Mr Harry Mashao

Chief Financial Officer



Mr Lemogang Moletsane

Acting Chief Executive Officer



Mr Bridgeman Khumalo

Accounting Authority

Abbreviations and Acronyms

APP	Annual Performance Plan	NIPF	National Industrial Policy Framework
BBBEE	Broad-Based Black Economic Empowerment	NMMDM	Ngaka Modiri Molema District Municipality
BBP	Bokone Bophirima Province	NSDP	National Spatial Development Perspective
BPDM	Bojanala Platinum District Municipality	NT	National Treasury
CFO	Chief Financial Officer	NWDC	North West Development Corporation
CPI	Consumer Price Index	PFMA	Public Finance Management Act
DKKDM	Dr Kenneth Kaunda District Municipality	PDP	Provincial Development Plan
DTI	Department of Trade & Industry	PGDS	Provincial Growth & Development Strategy
FDI	Foreign Direct Investment	PIIS	Provincial Industrial Implementation Strategy
FEED	Department of Finance, Economy & Enterprise Development	PPP(s)	Public Private Partnership(s)
GDP	Gross Domestic Product	RDP	Reconstruction & Development Programme
GDS	Growth & Development Summit	RIDS	Regional Industrial Development Strategy
GVA	Gross Value Added	RSMDM	Ruth Segomotsi Mompati District Municipality
ICT	Information Communication Technology	SDI	Spatial Development Initiative
IDP(s)	Integrated Development Plan(s)	SEDA	Small Enterprise Development Agency
IDZ	Industrial Development Zone	SEZ	Special Economic Zone
IPAP	Industrial Policy Action Plan	SIC	Standard Industrial Classification
LED	Local Economic Development	SITA	State Information Technology Agency
MEC	Member of Executive Council	SME	Small Medium Enterprise(s)
M&E	Monitoring & Evaluation	SMME	Small Micro Medium Enterprise(s)
MTEF	Medium Term Expenditure Framework	SONA	State of the Nation Address
MTSF	Medium Term Strategic Framework	SOPA	State of the Province Address
NDP	National Development Plan		

Contents

Foreword	2
Statement by the Acting CEO	3
Official Sign-Off	5
Abbreviations & Acronyms	6
PART A: STRATEGIC OVERVIEW	
1 Vision	8
2 Mission	8
3 Values	8
4 Legislative and other Mandates	8
4.1 Legislative Mandates	8
4.2 Policy Mandates	12
4.3 Relevant Court Rulings	19
4.4 Planned Policy Initiatives	19
5 NWDC Response	19
6 Situational Analyses	19
6.1 Performance Environment	19
6.2 PESTLIE Analysis	31
6.3 Organisational Environment	34
6.4 Organisational Structure	37
6.5 Description of the Strategic Planning Process	38
6.6 Strategic Outcome-Oriented Goals of the Institution	38
PART B: PROGRAMME & SUB-PROGRAMME PLANS	
7. Programme 1: Administration & Support	40
8. Programme 2: Investment Growth	43
9. Programme 3: Enterprise Development & Support	47
10. Revenue & Expenditure Trends	48
PART C: Links to the Long-Term Infrastructure & Other Capital Plans and Conditional Grants	
PART E: Technical Indicator Descriptions	
	53

PART A: Strategic Overview

1. VISION

The cornerstone of sustainable economic development and job creation in the Bokone Bophirima Province

2. MISSION

To contribute to economic growth through sustained focus on Agriculture, Culture and Tourism through Villages, Townships and Small Dorpies

3. VALUES



4. LEGISLATIVE & OTHER MANDATES

The NWDC is a public entity listed under Schedule 3D of the PFMA and must comply with the following legislation:-

4.1 Legislative Mandate

a) Constitution Act No 108 of 1996

Schedule 4A of the Constitution of the Republic of South Africa, 1996 lists all the areas mentioned hereafter as functional areas of concurrent national and provincial legislative competence:

- Industrial Promotion;

- Trade;
- Consumer Protection

Section 4B of the Constitution lists the following as local government functional areas to the extent set out in section 155(6)(a) and (7):

- Trading Regulations

b) North West Development Corporation Act No 6 of 1995

The purpose of the Act was to repeal the Bophuthatswana National Development Corporation Act No 46 of 1968 and to establish the North West Development Corporation that would continue economic development programs in the Bokone Bophirima Province.

c) Public Finance Management Act No 1 of 1999

The key objectives of this Act may be summarised as being to modernise the system of financial management in the public sector; enable public sector managers to manage, but at the same time be held more accountable; ensure the timely provision of quality information; and eliminate the waste and corruption in the use of public assets.

d) National Credit Act No 34 of 2005

This is national legislation that provides for the regulation of a fair, transparent, competitive, sustainable, responsible, efficient, effective and accessible credit market and industry.

e) Rental Tribunal Housing Act No of 1999

The purpose of the Act is to define the responsibility of government in respect of rental housing property; to create mechanisms to promote the provision of rental housing property; to promote access to adequate housing through creating mechanisms to ensure the proper functioning of the rental housing market; to make provision for the establishment of rental housing tribunals; to define the functions, powers and duties of such tribunals; to lay down general principles governing conflict resolution in the rental housing sector; to provide for the facilitation of sound relations between tenants and landlords and for this purpose to lay down general requirements relating to leases.

f) Companies Act No 71 of 2008

To provide for the incorporation, registration, organisation and management of companies; the capitalisation of profit companies; and the registration of offices of foreign companies carrying on business within the Republic of South Africa.

g) Small Business Development Act No 102 of 1996

This Act provides for the establishment of the Advisory Body and the Small Enterprise Development Agency; to provide guidelines for organs of state in order to promote small enterprise in the Republic; and to provide for matters incidental thereto.

h) Co-operatives Act No 14 of 2005

This Act recognises the co-operative values of self-help, self-reliance, self-responsibility, democracy, equality and social responsibility.

i) South African Revenue Services Act No 34 of 1997

This Act makes provision for the efficient and effective administration of the revenue collecting system of the Republic; and, for this purpose, to reorganise the South African Revenue Service and to establish an Advisory Board; and to provide for incidental matters.

j) Basic Conditions of Employment Act No 75 of 1997

This Act gives effect to the right to fair labour practices referred to in Section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment; and thereby to comply with the obligations of the Republic as a member state of the International Labour Organisation; and to provide for matters connected therewith.

k) Employment Equity Act No 55 of 1998

The purpose of the Act is to achieve equity in the workplace, by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

l) Broad-Based Black Economic Empowerment Act No 53 of 2003

This Act establishes a legislative framework for the promotion of black economic empowerment to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.

m) Labour Relations Act No 66 of 1995

The purpose of this Act is to advance economic development, social justice, labour peace and the democratisation of the workplace by fulfilling the primary objects of the Act.

n) National Archive Act No 43 of 1996

This Act provides for a National Archives and Record Service; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage.

o) Preferential Procurement Policy Framework Act No 5 of 2000

The purpose of the Act is to give effect to Section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in Section 217(2) of the Constitution.

p) Promotion of Access to Information Act No 2 of 2000

This Act gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights.

q) Protection of Information Act No 84 of 1982

The purpose of the Act is to provide for the protection from disclosure of certain information.

r) Skills Development Act No 97 of 1998

This Act provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-financing scheme and a National Skills Fund; to provide for and regulate employment services.

s) Public Service Corporate Governance of ICT Policy Framework

The purpose of this Framework is to institutionalise the Corporate Governance of and Governance of ICT as an integral part of corporate governance within departments in a uniform and co-ordinated manner. The Framework provides a set of principles and practices with which all departments must comply.

t) Occupational Health and Safety Act No 85 of 1993

The purpose of the Act is to provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; and to establish an advisory council for occupational health and safety.

u) Financial Intelligence Act No 38 of 2001 (FICA)

To establish a Financial Intelligence Centre and a Money Laundering Advisory Council in order to combat money laundering activities and the financing of terrorist and related activities; to impose certain duties on institutions and other persons who might be used for money laundering purposes and the financing of terrorist and related activities; to amend the Prevention of Organised Crime Act, 1998, and the Promotion of Access to Information Act, 2000; and to provide for matters connected therewith.

v) Tourism Act No 72 of 1993

To make provision for the promotion of tourism to and in the Republic;

- the further regulation and rationalisation of the tourism industry;
- measures aimed at the maintenance and enhancement of the standards of facilities and services hired out or made available to tourists;
- the co-ordination and rationalisation, as far as practicable, of the activities of persons who are active in the tourism industry;
- to make provision for the registration of tourist guides; and
- to prohibit any person to act for gain as a tourist guide unless he has been registered as a tourist guide in terms of the Act

w) National Environmental Management Act No 107 of 1998

To provide for co-operative environmental governance by establishing principles for decision-making on matters affecting the environment; institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; to provide for certain aspects of the administration and enforcement of other environmental management laws; and to provide for matters connected therewith.

x) Intellectual Property Rights from Publicly Financed Research and Development Act No 51 of 2008

This Act provide for more effective utilisation of intellectual property emanating from publicly financed research and development; to establish the National Intellectual Property Management Office and the Intellectual Property Fund; to provide for the establishment of offices of technology transfer at institutions; and to provide for matters connected therewith.

y) Municipal Property Rates Act No 6 of 2004

To regulate the power of a municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for fair and equitable valuation methods of properties; to make provision for an objections and appeals process.

4.2 Policy Mandates

The following forms part of the broad policy mandates that assist the North West Development Corporation in its endeavour to achieve its legislative mandates, (the list is however not exhaustive):

4.2.1 National Development Plan

- a) The National Development Plan (NDP) is the official policy guideline for South Africa and sets out the country's achievements and shortcomings, identifying nine primary challenges including:
- low employment;
 - the low quality of school education for black people;
 - infrastructure being poorly located, inadequate and under-maintained;
 - spatial divides hampering inclusive development;

- an unsustainable and resource intensive economy;
 - the public health system being unable to meet demand or sustain quality;
 - public services being uneven and often of poor quality;
 - high corruption levels; and
 - South Africa remaining a divided society
- b) The National Development Plan (NDP) offers a long-term perspective as long-term planning was identified as one of the imperatives to address the challenges. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. The NDP Vision 2030 document was compiled with the main objective to eliminate poverty and to reduce inequality by 2030 and addresses the following:
- Accelerated economic growth and employment
 - Infrastructure expansion
 - Low-carbon economy transformation
 - Urban and rural space transformation
 - Positioning South Africa in the world
 - Human settlement
 - Education, innovation and training improvement
 - Quality healthcare provision
 - Social protection
 - Safe communities
 - Capable state building
 - Fighting corruption
 - Transformation and unity
- c) According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.
- d) The National Development Plan (NDP) provides the framework for achieving the radical socio-economic agenda set out in the governing party's election manifesto. It recognises the need for and prioritises:
- A capable and developmental state with improved quality of administration of many government activities;
 - A thriving business sector creating sustainable, decent work;
 - A strong civil society institutions with shared and complementary responsibilities; and
 - A world class educational environment to move from a resourced-based to a knowledge-based economy.

4.2.2 The New Growth Path

The New Growth Path is aimed at stepping up the fight against poverty and unemployment in South Africa. The New Growth Path extrapolates its thrust by latching onto IPAP to accelerate industrial development in the country. IPAP builds on the National Industrial Policy Framework (NIPF) and represents a significant step forward in scaling up our efforts

to promote long-term industrialisation and industrial diversification beyond our current reliance on traditional commodities and non-tradable services.

Institutional drivers

- Developmental state to align market-outcomes with developmental needs
- Business, organised labour and civil society
- State efficiency, effectiveness and responsiveness are key
- Step-up integration of national, provincial and local policies and growth strategies
- Strategic partnerships between government, labour and business
- Social dialogue and mobilisation

Implications for provinces and local spatial dimensions of the NGP

- Need to break apartheid spatial divide backed by heavy infrastructure investment
- Identification of viable and sustainable opportunities for poor regions
- Provinces and localities must adapt broad drivers to their environment
- Spatial economical strategy will show linkages to localities, provinces, rural and industrial development strategies
- Communication between spheres will be enhanced
- Long-term spatial perspective to be developed, considering settlement patterns

4.2.3 National Industrial Policy Framework (NIPF)

The NIPF is the cornerstone that facilitates and promotes industrial development initiatives in urban settings to extend interventions into rural communities across the province. This objective is encapsulated in the New Growth Path and IPAP.

The Role of Manufacturing (IPAP 2015/16) – key objectives:

- To promote diversification beyond the economy's current reliance on traditional and non-tradable services via the promotion of value-addition, characterised particularly by the movement into non-traditional tradable goods and services that can compete effectively in export markets and against imports.
- To promote a labour-absorbing industrialisation path, with the emphasis on tradable labour-absorbing goods and services and the systematic building of economic linkages that creates employment.
- To promote industrialisation characterised by increasing participation of historically disadvantaged people and marginalised regions in the industrial economy.
- To contribute towards industrial development in Africa, with a strong emphasis on building the continent's productive capacity and securing deeper regional economic integration.
- To ensure the long term intensification of South Africa's industrialisation process and movement towards a knowledge economy.

4.2.4 Integrated Sustainable Rural Development Strategy

The purpose of the strategy is to implement an integrated development for the rural areas in our country. The outcome of the strategy is to "attain socially cohesive and stable rural

communities with viable institutions, sustainable economies and universal access to social amenities; able to attract and retain skills and knowledgeable people”:

- Creation of delivery mechanism structures that will allow rural people to set the local development agenda; influence development in the district and province; influence the infrastructure investment programme and maintain the assets created, and access and control service delivery.
- Development and the improvement of rural services as the spur to developing rural areas by involving communities in planning and managing projects and their budgets, and maintaining the assets created.
- Use the capacity building programmes that are available through various government departments to assist rural areas, local government and community organisations in the development process.
- Create access to information for planning and implementing development projects and programmes at local level. This will allow communities to set priorities, measure progress and ensure that they meet the requirements of government programming.

4.2.5 Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework (MTSF) is government’s strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The 2014-2019 electoral mandate focuses on the following priorities:

- a) Radical economic transformation, rapid economic growth and job creation
- b) Rural development, land and agrarian reform and food security
- c) Ensuring access to adequate human settlements and quality basic services
- d) Improving the quality of, and expanding access to, education and training
- e) Ensuring quality health care and social security for all citizens
- f) Fighting corruption and crime
- g) Contributing to a better Africa and a better world
- h) Social cohesion and nation building

In its focus on these priorities, and their elaboration into fourteen key outcomes and associated activities and targets, the MTSF has two over-arching strategic themes – *radical economic transformation and improving service delivery*.

Summary of priorities and actions for the next five years:

The 14 Outcomes

- Quality Basic Education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- Decent employment through inclusive growth
- A skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlements and improved quality of household life
- Responsible, accountable, effective and efficient local government
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa and contribute to a better Africa and a better world
- An efficient, effective and development-oriented public service
- A comprehensive, responsive and sustainable social protection system
- A diverse, socially cohesive society with a common national identity

4.2.6 Provincial Development Plan

The North West Provincial Development Plan (PDP) is based on the National Development Plan (NDP) and it has aligned its objectives and priorities with the NDP vision for 2030. The NDP aims to eliminate poverty and reduce inequality by 2030. The National Development Plan (NDP) offers a long term perspective. It defines a desired destination and identifies the role different sectors of society needs to play in reaching that goal. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The PDP has identified eight of the priorities identified in the NDP as key focus areas for the North West. The selected focus areas represent the main challenge areas hampering growth in the province. Particular focus will be placed on both the rural economy (due to the predominant rural character of the province) as well as on the upgrading, the provisioning and the maintenance of economic infrastructure as the precondition of overall economic growth and development and for its significant potential to sustain employment. The province will also prioritise the transformation of human settlements (mainly due to the challenges presented by housing and living conditions in mining communities) and the eradication of corruption.

All of the above will be done while building and establishing a capable and developmental state. The chosen development priorities through which the North West intends to align itself to the National Development Plan (NDP) are:

- Economy and employment
- Economic infrastructure
- An integrated and inclusive rural economy
- Human settlement and spatial transformation
- Improving education, training and innovation
- Building a capable and developmental state
- Fighting corruption
- Transforming society and uniting the province

4.2.8 North West SMME Strategy

In 1998 the Bokone Bophirima Province adopted an SMME strategy for the province that was informed by a range of activities at the time that focused on promoting the growth and development of small businesses in South Africa. The Provincial SMME Strategy of the North West was reviewed in 2010 and a new strategy for 2010-2014 was adopted. The thrust is to:

- Create and strengthen enterprise support services;
- Implement mentoring, skills and incubation services for new and growing enterprises;
- Establish SMME Support Units at Local Municipality level;
- Increase visibility of Provincial Government through outreach to rural areas to provide information; interact with ordinary members of the community and understand challenges faced by SMMEs in villages, townships and small dorpias;
- Enhance access to government tenders; and
- Establish SMME forums at district and local municipality level to co-ordinate activities of SMMEs.

4.2.9 Integrated Strategy on the Development and Promotion of Cooperatives:

Promoting an Integrated Cooperative Sector in South Africa 2012 to 2022

This sets out an implementation framework for the Co-operatives Development Policy of 2004 and the Co-operatives Act, No 14 of 2005, as amended.

The strategy:

- ensures that government utilises various partnership models and engages in joint initiatives with all relevant stakeholders to holistically promote strong, viable, self-reliant, autonomous and self-sustaining co-operatives in the country;
- is aimed at promoting co-operatives, in order to unleash their potential to create and develop income-generating activities and decent, sustainable employment;
- the four strategic pillars constitute the core of the strategy and aim to promote the development of co-operatives, while addressing the identified challenges still confronting existing and emerging co-operatives in South Africa;
- the four strategic pillars entail the provision of strategic support programmes for co-operatives;
- cross-cutting support programmes; and

4.2.10 Policy Framework on the Development of Black Industrialists

The Black Industrialists Policy aims to leverage the state's capacity to unlock the industrial potential that exists within black-owned and -managed businesses that operate within the South African economy through deliberate, targeted and well-defined financial and non-financial interventions as described in the IPAP and other government policies.

The policy seeks to achieve the following objectives:

- Accelerate the quantitative and qualitative increase and participation of black industrialists in the national economy, selected industrial sectors and value chains, as reflected by their contribution to growth, investment, exports and employment; and
- Create multiple and diverse pathways and instruments for black industrialists to enter strategic and targeted industrial sectors and value chains.

Definition of black industrialists:

In conventional terms, the concept of black industrialists refers to black people directly involved in the origination, creation, significant ownership, management and operation of industrial enterprises that derive value from the manufacturing of goods and services at a large scale; acting to unlock the productive potential of our country's capital assets for massive employment locally. The following are important elements of being an “industrialist”:

- Significant influence in an enterprise or industry;
- Control of an enterprise through shareholding;
- Board and executive management control; and
- Production of products (goods and/or services) with significant wide use.

For the purposes of this programme, the term “black industrialist” will in a general sense refer to black South Africans who own and, through significant shareholding, control an enterprise whose products are significantly used and have significant impact on decent employment and create broad-based economic opportunities.

The NWDC can contribute to the development of black industrialists by:

- Determining a preferential rate for rental of industrial properties;
- Providing SMME loans at a determined preferential rate;
- Working closely with DFIs and establishing a MoU with the IDC/NEF on mutual sharing on assistance and support to black industrialists; and
- Assist in finding markets for the goods and services of black industrialists.

4.2.11 Governance

- a) Specific measures are unique to companies and they will depend on many factors: legal and regulatory frameworks, ownership structure, size of the company, motivation for improvements, stage of the company’s development and prevalent corporate culture and traditions.
- b) Despite the uniqueness of individual company governance frameworks, good governance practices are based on internationally and domestically recognised principles and standards of best practices. Modify practices depending on regional and country context.
- c) Governance improvement actions focus on committing company leadership to good governance; strengthening the role and responsibilities of the Board of Directors,

improving the control environment; promoting disclosure and transparency; and protecting shareholder rights.

4.3 Relevant court rulings

None

4.4 Planned policy initiatives

- ✓ The North West Development Corporation Act;
- ✓ Community, Private and Public Partnership Guide;
- ✓ Shareholders Compact; and
- ✓ Memorandum of Incorporation.

5. NWDC Response

The North West Development Corporation would endeavour to comprehensively respond to all the legislative mandates that impact on the Strategic Plan of the Corporation through the Annual Performance Plan.

6. SITUATIONAL ANALYSIS

6.1 Performance environment

To be able to place the Bokone Bophirima Province as performance environment into perspective, it is necessary to consider the macro- and the microeconomy from the global perspective as well as the South African situation.

6.1.1 The global economy

The World Economic Outlook Report of July 2015 of the IMF indicates slower growth in emerging markets and a gradual pickup in advanced economies. Global growth is projected at 3.3% in 2015, with a gradual pickup in advanced economies and a slowdown in emerging market and developing economies. In 2016, growth is expected to strengthen to 3.8%.

Underlying drivers for a gradual acceleration in economic activity in advanced economies are easy financial conditions, more neutral fiscal policy in the euro area, lower fuel prices, improving confidence and improving labour market conditions remain intact.

In emerging market economies, the continued growth slowdown reflects several factors, including lower commodity prices, tighter external financial conditions, structural bottlenecks, rebalancing in China, and economic distress related to geopolitical factors.

Near-term risks include increased financial market volatility and disruptive asset price shifts, while lower potential output growth remains an important medium-term risk in both advanced and emerging market economies. Lower commodity prices also pose risks to the outlook in low-income developing economies after many years of strong growth.

6.1.2 South Africa

A positive indication for the South African economic outlook is Moody's Investors Service's decision to affirm South Africa's sovereign ratings and maintain a stable outlook on the rating at Baa2 based on the expectation that the fiscal consolidation path outlined in budget documents, commitment to sound macroeconomic policies and strong institutions will be maintained (September 2015).

The South African economy is suffering from:

- A steep fall in commodity prices which outweighs the benefits of cheaper oil,
- Electricity constraints,
- Drought that took a heavy toll on agricultural output and is expected to last for at least a year,
- Weak business confidence undermining investments,
- Skills shortages in the labour market,
- Economic inequality,
- Low savings and investment rates,
- Difficult industrial relations,
- Over-dependence on natural resources,
- The mining sector challenged by low mineral prices and higher labour cost following strikes resulting in closures and lay-offs,
- Subdued growth,
- Persistent unemployment rate at 25% as labour costs rise and productivity remains low,
- Consumer demand is also suppressed by expectations of higher inflation and interest rates and relatively high household debt levels.

Government is however aware that the country's economic growth performance needs to be improved in a sustainable manner and has responded as follows:

- Resolved that the energy challenge is an immediate priority;
- Speeding up the implementation of the structural policy reforms embedded in the National Development Plan;
- Maintaining a prudent fiscal position as a priority; and
- Remaining committed to adhering to the set expenditure ceiling while reducing the growth of the debt portfolio.

Moody's expects South Africa to avoid recession in 2015, but forecasts growth of only 1.7% in 2015 and 1.9% in 2016, with 3% unlikely before 2017 or 2018, owing to the electricity shortages, low commodity prices, a severe drought and weaker-than-expected global growth influenced by uncertainty in the Chinese economy as well as the timing of any tightening of the US monetary policy that will make capital flows more volatile and have a considerable impact on the second half of 2015.

Despite the difficult background, fiscal planners appear to be stabilising public finance through spending constraints and efficient tax collection. The Reserve Bank is also keeping inflation broadly under control despite the weakening rand.

6.1.3 Bokone Bophirima Province

- a) The table below summarises the *key demographic and socio-economic characteristics* for the BBP and its four district municipalities' in context of the South African picture with regards to demographics, development, household infrastructure, labour, income and expenditure, economy, tourism and international trade as per the 2014 IHS Global Insight Indicators.
- b) The Bokone Bophirima Province region covers approximately 105 076 square kilometres, comprising 8.6% of the national area. The BBP is not densely populated when compared to the national population density. The BBP houses approximately 7% of the country's total population.

Table 1: Key indicators South Africa, Bokone Bophirima Province and District Municipalities (2014)

	South Africa	North-West	Bojanala DM	Ngaka Modiri Molema DM	Dr Ruth Segomotsi Mompoti DM	Dr Kenneth Kaunda DM
Region area (km ²)	1 221 246	105 076	18 370	27 985	44 053	14 668
Total population	53 781 908	3 670 889	1 602 614	866 535	474 823	726 916
Population density (number of people per km ²)	44.04	34.94	87.24	30.96	10.78	49.56
Economically Active Population (EAP) as % of total population, official definition	35.986%	31.310%	38.483%	22.786%	20.684%	32.600%
Number of households	15 341 533	1 098 814	526 384	231 248	127 189	213 993
Annual per household income (Rand, current prices)	168 920	135 990	141 920	116 877	101 838	162 355
Annual per capita income (Rand, current prices)	48 187	40 707	46 615	31 191	27 279	47 796
Gini coefficient	0,64	0,61	0,61	0,61	0,59	0,62
Formal Sector Employment	12 109 001	674 221	371 715	111 955	53 451	137 100
Informal Sector Employment	2 305 887	104 566	58 087	18 268	9 107	19 104
Unemployment rate, official definition (%)	25.007%	26.196%	22.953%	30.229%	30.942%	29.308%
Share below the upper poverty line (StatsSA defined)	46.475%	47.403%	39.831%	56.652%	59.106%	45.427%
Poverty gap rate (from upper poverty line)	28.378%	28.208%	27.466%	28.796%	28.892%	28.191%
Human Development Index (HDI)	0.626	0.578	0.608	0.531	0.500	0.603
Index of buying power	1,000000000	0,055580383	0,027170996	0,010530833	0,005476255	0,012402298
Economic Output (R million in current prices)	3 404 494 638	198 968 011	111 514 503	33 302 311	13 011 912	41 139 285
Share of economic output (GVA % of SA in current prices)	100.00	5.84	3.28	0.98	0.38	1.21
Economic Output (R million in constant 2010 prices (R1 000))	2 729 203 315	153 664 276	88 037 300	25 586 875	9 920 398	30 119 703
Share of economic output (GVA % of SA in constant 2010 prices (R '000))	100.00	5.63	3.23	0.94	0.36	1.10
Average annual growth (Constant 2010 Prices) 2014	1.6%	-0.5%	-1.4%	1.2%	2.3%	-0.2%
Average annual growth (Constant 2010 Prices) 2014 to 2019	2.7%	2.8%	3.4%	2.3%	2.5%	1.8%

	South Africa	North-West	Bojanala DM	Ngaka Modiri Molema DM	Dr Ruth Segomotsi Mompoti DM	Dr Kenneth Kaunda DM
Growth in Tourism (using bed nights) by origin 2013	5.0%	9,0%	9.1%	7.7%	10.3%	9.3%
Growth in Tourism Spend 2013	5.8%	3.0%	2.7%	3.1%	4.7%	3.1%
International Trade						
Exports (R1 000)	1 003 825 998	18 300 516	14 718 510	1 086 254	364 150	2 131 602
Imports (R 1000)	1 072 463 997	5 553 622	2 131 904	441 338	120 572	2 859 808
Total Trade (R 1000)	2 076 289 995	23 854 138	16 850 414	1 527 592	484 722	4 991 410
Trade Balance (R 1000)	-68 637 999	12 746 893	12 586 606	644 916	243 578	-728 206
Exports as % of GDP	26.4%	8.1%	11.7%	2.8%	2.4%	4.5%
Total trade as % of GDP	54.7%	10.6%	13.4%	4.0%	3.2%	10.6%
Regional share - Exports	100.0%	1.8%	1.5%	0.1%	0.0%	0.2%
Regional share - Imports	100.0%	0.5%	0.2%	0.0%	0.0%	0.3%
Regional share - Total Trade	100.0%	1.1%	0.8%	0.1%	0.0%	0.2%
(Source: Regional eXplorer 832 (2.5q))						

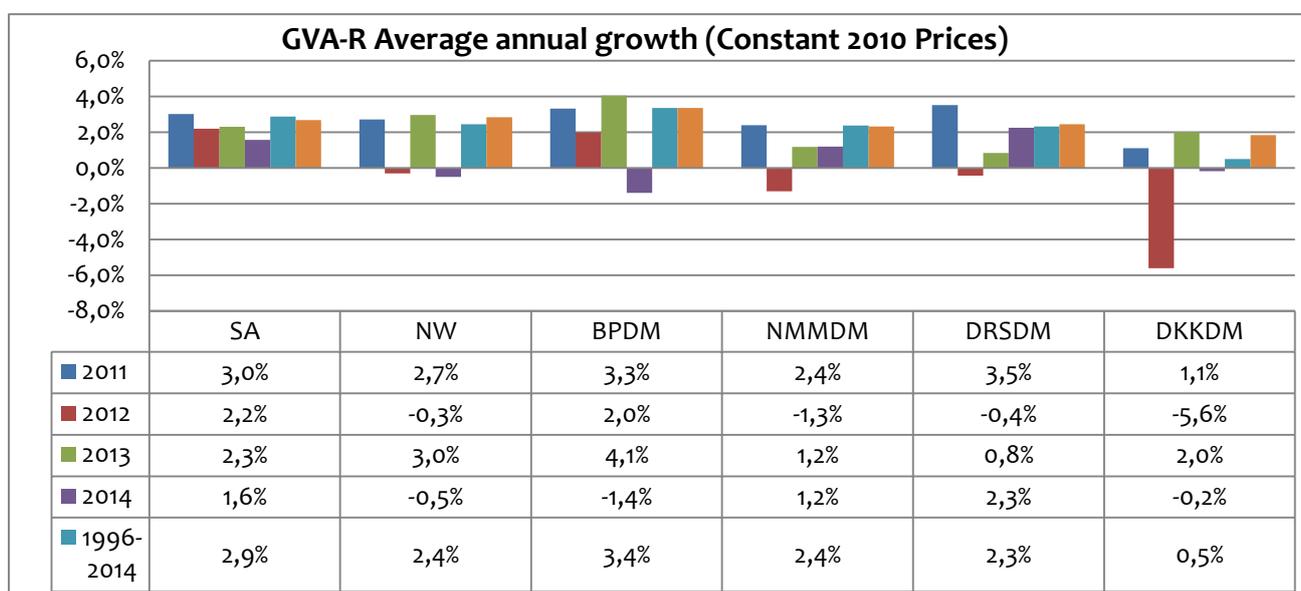
- c) The Bokone Bophirima Province shows improvement in most of the *developmental indicators* (2009 used as baseline). Most notable is the improvement in the Human Development Index (HDI), currently at 0.58 from 0.52 in 2009. Similar improvements are seen in both the number and percentage of people living in poverty below the upper poverty line (StatsSA defined), currently measured at 47.4% (59.1% in 2009) respectively. Improvements in all measures relating to schooling and education are also reported.
- d) The Index of Buying Power has also increased for the Bokone Bophirima Province. IHS Global Insight's Index of Buying Power (IBP) indicates that 5% of the country's spending power is located in the Bokone Bophirima Province. Income levels in the BBP are below the national average (which is to be expected for the more rural areas in South Africa). The unemployment rate is slightly lower than that of the national average, while the percentage of people living in poverty is marginally higher than the national average. The BBP has a share of approximately 10.8% of national employment.
- e) The 2014 Gini coefficient indicates that the level of equality is decreasing from 0.602 in 2009 to 0.614 in 2014 for the Bokone Bophirima Province. This is a trend for South Africa and the district municipalities as well.
- f) With regards to the economy, the Tress index provides insight into the level of concentration (or diversification) within an economic region. A Tress index value of 0 means that all economic sectors in the region contribute *equally* to GVA, whereas a Tress index of 1 means that only one economic sector makes up the whole GVA of the region. In the table below it is clear that the Bokone Bophirima Province has become more diversified in its economy from 2009 where it was the 2nd most concentrated economy and in 2014 the 4th most concentrated. This is an indication that the efforts to diversify the economy are paying off and can be contributed to the weaker performance of the mining sector. The BBP is a large and significant local economy in the South African economic context. The area contributes approximately 5.7% to national production with mining,

Table 2: Comparison of the Tress indices of SA, provinces and the Bokone Bophirima Province district municipalities between 2009 and 2014:

	2009	2014
South Africa	39,67	39,44
Western Cape	47,55	46,76
Eastern Cape	54,16	53,67
Northern Cape	41,19	42,68
Free State	34,13	36,65
KwaZulu-Natal	40,98	39,34
Gauteng	49,97	49,68
Mpumalanga	36,57	36,35
Limpopo	49,55	50,03
North West	51,08	49,29
Bojanala DM	66,03	62,38
Ngaka Modiri Molema DM	47,56	48,93
Dr Ruth Segomotsi Mompati DM	45,88	46,86
Dr Kenneth Kaunda DM	43,42	43,77

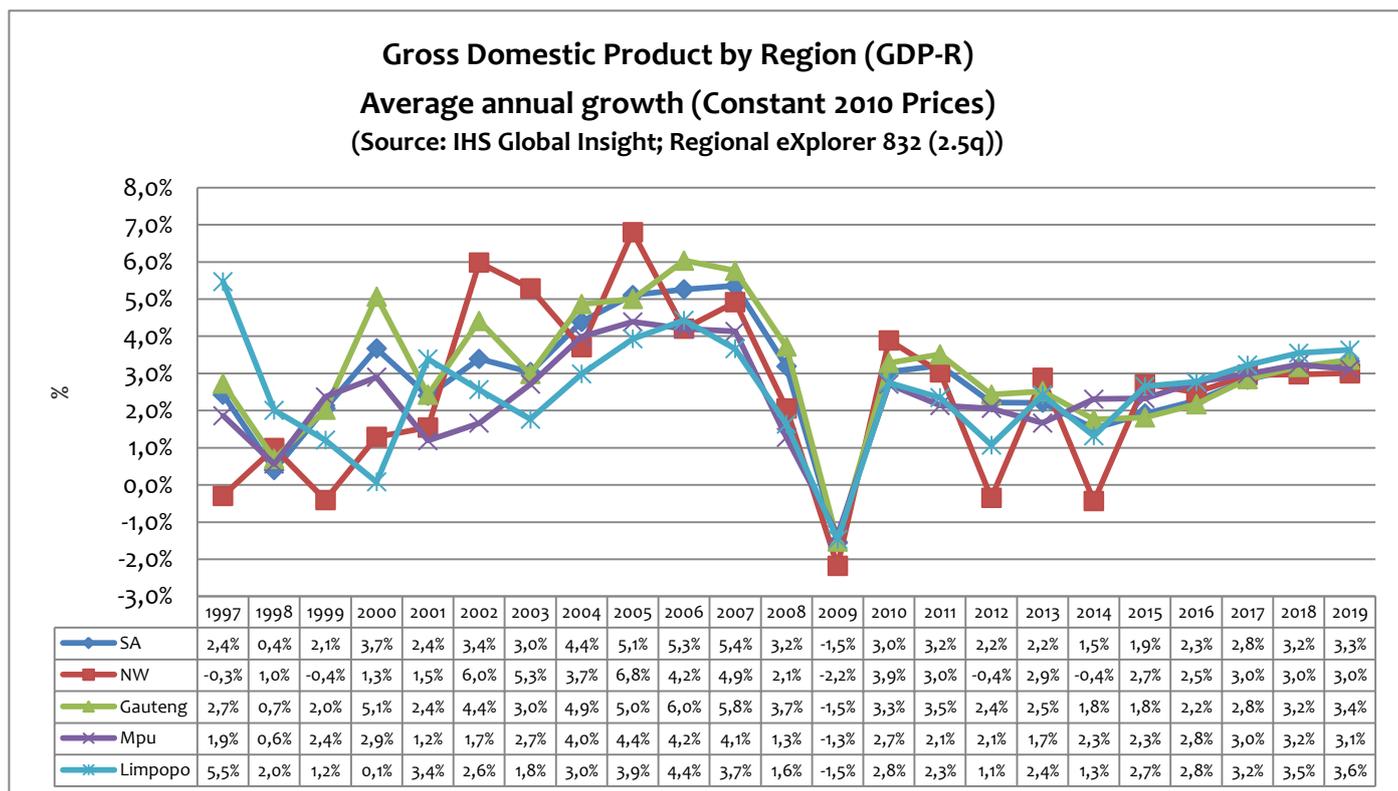
The average annual growth rate for the Bokone Bophirima Province has clearly been negatively affected by the labour unrest in the mining sector in 2014 and declined to -0.5 from 3% in 2013. The DRSDM on the contrary has experienced increased growth from 0.8% in 2013 to 2.3% in 2014.

Table 3: Average annual growth



In the graph below the average annual growth of the Bokone Bophirima Province is compared with the national growth figures as well as with Gauteng, Limpopo and Mpumalanga and it is clear that the Bokone Bophirima Province growth is more volatile which can be attributed to the heavy reliance on mining.

Table 4: Gross Domestic Product by Region



- g) According to the *Regional Economic Review: Current realities in the Bokone Bophirima Province, A report from the TRADE (Trade and Development)* research niche area of the North West University; March 2014, the provincial economy is structurally unbalanced with the primary and tertiary sectors contributing more towards GDP-R and growing faster than the secondary sector. The situation is further exacerbated by limited water and electricity supply, the poor state of infrastructure, shortage of skilled labourers and rigid regulatory and legislative policies. A provincial input-output analysis points to a situation of high economic leakages and a dislocation of supply and demand across a number of industries. This has resulted in input and output activities between industries not operating in tandem, minimising the competitiveness of the province.
- h) With the focus of the 5th Administration on agriculture, culture and tourism it is important to indicate the relative importance of these sectors in the BBP. Agriculture (both narrow [2.8%] and broad [4.4%]) plays a smaller role than in most of the other provinces (with the exception of Gauteng and Limpopo). Along with most other provinces, except Gauteng, the cultural sector makes up a small part of GVA (2.7%). Culture and tourism is difficult to isolate as it is spread across various sectors in the economy. The tourism sector contributes more (19%) to provincial GVA than agriculture and culture put together. In the total BBP economy ACT contributed approximately 23% of all value added in 2014.

Table 5: Share of Provincial GVA and Employment

Detailed sectors	Share of provincial GVA	Share of provincial employment
Narrow agriculture	2.77%	4.85%
Broad agriculture	4.40%	6.78%
Culture	2.71%	3.60%
Tourism	19.01%	18.82%

The table below shows location quotients above 1.1 (e.g. a location quotient over 1.0 means that an area has a higher concentration of economic output in a particular industry than the national average). Understanding an area's strengths provides valuable insights into how different sectors within the province may be connected.

Table 6: Areas with location quotients ≥ 1.1 (highlighted in red) by broad economic sector in the Bokone Bophirima Province (2014)

Source: IHS Global Insight's Regional eXplorer

Area	Economic Sector								
	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community services
NWP	1.11	3.72	0.43	1.00	0.64	0.83	0.66	0.66	0.95
District Municipalities									
BJDM	0.47	5.93	0.43	0.70	0.47	0.68	0.50	0.51	0.58
NMMDM	2.01	0.33	0.54	1.74	0.79	0.93	0.85	0.77	1.65
RSMDM	3.68	0.33	0.29	1.39	0.93	1.07	0.91	0.95	1.36
KKDM	1.31	1.52	0.41	1.10	0.87	1.08	0.86	0.87	1.26
Local Municipalities									
Moretele	0.40	0.08	0.81	2.19	0.84	1.23	0.90	1.20	1.07
Madibeng	0.80	2.86	0.85	0.87	0.73	0.91	0.80	0.75	0.86
Rustenburg	0.22	8.96	0.17	0.28	0.24	0.34	0.25	0.30	0.26
Kgetlengrivier	0.90	6.51	0.33	0.43	0.50	0.61	0.56	0.39	0.55
Moses Kotane	0.54	3.83	0.26	1.41	0.60	1.21	0.56	0.53	0.92
Ratlou	2.85	0.24	0.27	0.73	0.82	0.84	0.79	0.84	1.92
Tswaing	6.38	0.40	0.45	0.61	0.79	0.87	0.83	0.60	1.58
Mahikeng	1.04	0.15	0.30	1.78	0.75	0.94	0.84	0.88	1.86
Ditsobotla	2.87	0.52	1.10	0.58	0.95	0.90	1.10	0.69	1.29
Ramotshere Moiloa	1.25	0.56	0.51	4.15	0.66	1.00	0.61	0.60	1.50
Naledi	4.05	0.11	0.29	0.96	0.78	1.33	1.17	1.14	1.04
Mamusa	5.02	0.28	0.23	1.44	1.36	1.14	0.78	1.07	1.09
Greater Taung	1.39	0.62	0.17	2.20	0.82	0.94	0.77	0.96	1.59
Lekwa-Teemane	4.73	0.17	0.73	0.74	1.16	1.12	1.02	0.76	1.19
Kagisano/Molopo	5.37	0.36	0.17	1.18	0.90	0.75	0.75	0.68	1.80
Ventersdorp	8.11	0.44	0.42	0.68	1.00	0.85	0.94	0.63	1.27
Tlokwe City Council	1.58	0.73	0.53	1.24	0.86	0.99	0.72	0.88	1.54
City of Matlosana	0.53	2.00	0.35	1.09	0.85	1.13	0.92	0.88	1.13
Maquassê Hills	5.71	0.66	0.42	0.71	1.14	1.00	0.79	0.77	1.27

Framework of fundamental economic guiding principles: A policy agenda towards sustainable ACT:

To enable stakeholders to move towards more sustainable ACT, there are many elements that are required or must be considered. They may include:

- Clustering;

- Linkages with local suppliers of goods and services;
- Skills and human resources development;
- Access to finance and investment;
- Institutional framework and mainstreaming of ACT in national policies;
- Promotion and marketing; and
- Protection and conservation of cultural heritage.

Are small towns likely to be suitable foci for stimulating economic growth in rural areas?

- Small towns have some ability to generate economic growth in surrounding rural areas and further potential if policies are targeted at the appropriate areas or sectors.
- In planning for sustained economic growth in rural areas, what is the appropriate spatial distribution of development in rural areas, i.e. in towns or the surrounding countryside?
- More isolated towns are likely to generate greater spillover effects in rural hinterlands than those close to urban centres, but the ability of small towns to generate economic growth is not simply determined by relative accessibility to urban areas.
- Development within towns is likely to be important to sustaining economic growth in small towns as within-town linkages are stronger than town-hinterland linkages.
- To ensure sustained economic growth in rural areas, a balance needs to be struck between town and hinterland development, but the provision of employment in small towns for hinterland residents is an important issue.

What industrial sectors are more likely to have stronger local linkages in the rural economy?

- National retailers could be of greater benefit to town economies if they not only continue to provide local employment opportunities, but also sourced more of their inputs locally.
- Adding value to local produce and marketing it both locally and non-locally may be a useful way of stimulating economic growth.
- There is a need for adequate public transport provision in rural areas to improve accessibility of towns for hinterland residents, and not just for those living furthest from the town.

What demographic groups are more likely to have stronger local linkages in the rural economy?

- Higher occupational groups are a potential target group in town centre marketing strategies.

Is combining business and residential development in small towns likely to foster sustainable economic development?

- Combining residential and business development in towns and wider rural areas may help create more sustainable communities by containing income earned by local residents and reducing the need to travel.

Conclusion

ACT and VTSD do have the potential to contribute to economic growth and poverty reduction in the Bokone Bophirima Province. However, these sectors' capacity to generate employment and income owing to its low backward and forward linkages make it relatively less important for economic diversification and economic growth.

To ensure that ACT and VTSD provide employment and income opportunities in the long run and contribute to sustainable development, their operations, including the activities that are linked with them, must be sustainable.

6.1.4 North West location and infrastructure

- a) Location is one of the BBP's greatest natural advantages. The main Cape Town to Zimbabwe railway line runs through the provincial capital of Mahikeng, linking the BBP to several southern African countries, including Angola, Zambia and Botswana. An extensive road network connects the major commercial centres of the province to the rest of the country via a network of 1 785 km of national roads. The vital east-west corridor links the eastern Africa seaboard at Maputo to the western African seaboard at Walvis Bay, running through the BBP en-route. Its strategic positioning has been further improved with the completion of the Trans-Kalahari Corridor through Botswana and Namibia – and these developments bode well for a thriving business and tourism economy. In terms of airports, Mahikeng has an established airport with one of the longest runways in the world and Pilanesberg (near Sun City) also has an international airport, primarily servicing the tourism industry.
- b) Water is considered one of the key limiting factors to development in the BBP. The province is not only depleting its precious water reserves, but suffers from an additional problem – that of pollution of groundwater caused by both natural and human-induced factors including mining and industrial activities, agriculture and domestic use. With regards to electricity, the BBP has a well-developed electricity distribution network due to mining activities. The current electricity crisis can also be seen as an opportunity to develop other energy technologies and to invest in renewable energy.

6.1.5 Policy guidelines

- a) Given the economic growth forecasts, key demographic and socio-economic characteristics and the current economic and structural realities in the North West, the BBPG has an important role to play in setting the framework for growth and outlining the necessary actions to stimulate growth in areas such as innovation, research and development, skills, education, exports, FDI and entrepreneurship. This also means identifying and supporting business growth in areas where there is the greatest potential, whilst ensuring that the necessary economic infrastructure is in place to capitalise on the existing strengths and opportunities.
- b) The Department of Finance, Economy and Enterprise Development (FEED) mapped the following priorities in their 2015/2016 Strategic Plan to grow the economy of the BBP:

Table 7: FEED Priorities to grow the economy of the Bokone Bophirima Province

Heading	Content
1 Low agricultural outputs	Whilst the employment numbers in the sector have increased with accompanying increased output, there's a need for further upward development for purposes of production, employment figures and agro-processing
2 Infrastructure development	The province needs to provide and maintain a solid economic infrastructure, including a reliable energy consumption grid, transport networks (road, rail and aviation) and telecommunications
3 Diversification of industries	The Bokone Bophirima Province has to move with global trends. This calls for a thrust towards diversified local economies to include arts and crafts, culture, the film industry and green economy industries (e.g. solar energy, waste management, and recycling projects)
4 Manufacturing vs. export-oriented Market	There is a need to investigate the potential of local beneficiation opportunities (based on the local outputs) and actively promote closer linkages between the local primary sector and manufacturing industries
5 Aggressive enterprise development	SMMEs are regarded as the backbone of many economies in developed and developing countries. Yet, South Africa remains at the bottom of the rankings when it comes to countries that support small businesses to buttress the performance of their economies. To the extent that RSA has poor records on SMME support the implications are that provinces are not doing any better. The SMME strategy covers most of the challenges and plans to overcome them and therefore it suffices to mention Small Business Support as a challenge in this document
6 Foreign direct investment	The Bokone Bophirima Province has the potential to attract foreign investment to support the local economies. The potential exists to attract local and foreign private investors to the province by providing a competitive set of incentives that could include both administrative (reducing the time required for development approval, information provision, etc.) and financial incentives disaggregated in terms of economic sectors and the value of investment particularly prioritising beneficiating activities. This can also be done through the formation of Public Private Partnerships (PPPs) to reduce private sectors' risks and acquire necessary funds for investment

c) The North West Development Corporation (NWDC) has identified the following key and cross-cutting sectors, based on the renewed focus in the BBP

Key economic sectors include:

- Agriculture and agro-processing
- Culture
- Tourism
- Mineral beneficiation
- Manufacturing
- Green economy
- ICT

Cross-cutting sectors include:

- Small and Medium Enterprise (SME)
- International trade
- Innovation and R&D
- Business process outsourcing (BPO)

VTSD & geographical economy – Spatial economic growth context and challenges

- d) Spatial dynamics are evolving quickly in South Africa, where the spatial structure perpetuates exclusion. Weak infrastructure, inadequate skills, poor innovation capacity and weak governance prevent many places from growing economically. South Africa faces an unconventional challenge because it has a spatial realm that is neither rural nor fully urban.
- e) Informal settlements in South Africa share many economic characteristics such as joblessness, uneven access to basic public services, and overwhelming levels of crime and violence and bigger proportions of foreign immigrants.
- f) A major problem is their poor degree of connection to urban centres because of insufficient public transport infrastructure. According to the *World Bank 2009 Report on Transport Prices and Costs in Africa*, connectivity is a challenge also in rural areas: around 70% of South Africa's rural population live at least two kilometres away from an all-season road. Railroads and roads need upgrading and expansion to cope with the increasing volume of passenger and goods transport. The government has published a national infrastructure plan laying out investment needs and plans over the next decade.
- g) The framework legislation for the use of communal land in traditional areas needs to be established as it creates uncertainty and affects the legality of various forms of land use, ranging from sub-letting plots of land to migrant mine workers to the establishment of industrial zones for long-term leases.
- h) The digital divide also remains deep. Access to high quality communication services and technologies, infrastructure and content remains largely limited to the privileged few. Only 2% of households in rural areas had access to fixed-line internet infrastructure compared with 9.2% in urban and 16.2% in metropolitan areas in 2013. Consequently, 7 out of 10 South Africans are using their mobile telephones to log on to the Internet.

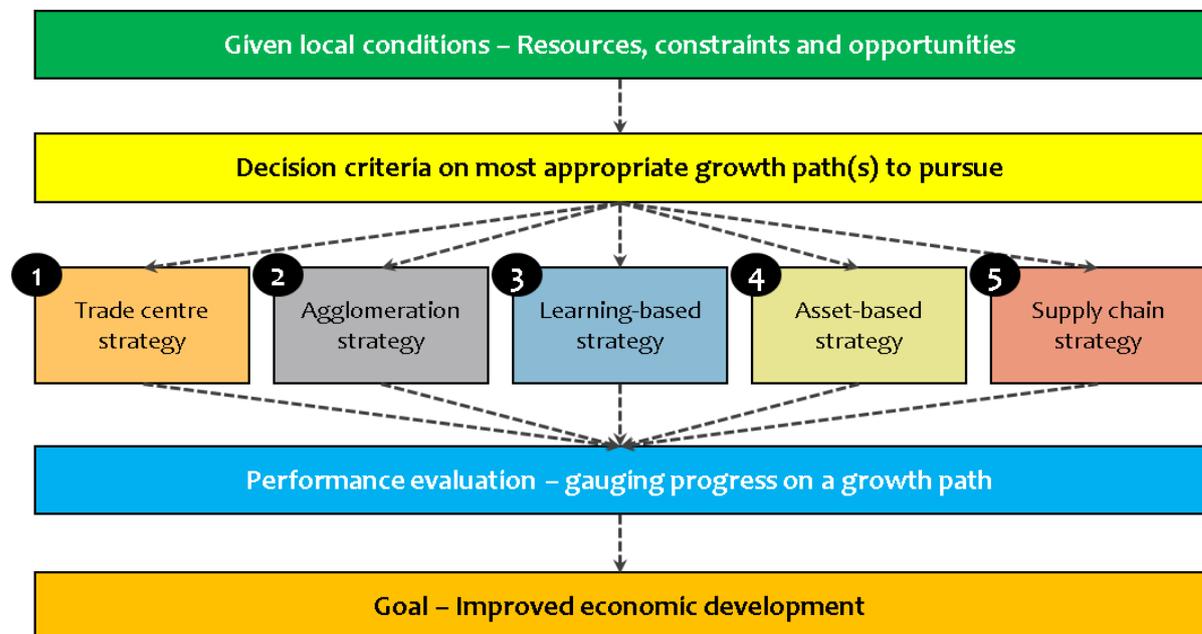
- i) The spatial frameworks relying on an abstract design approach, and centred on the use of nodes and corridors, became a standard form of planning in South Africa. The Maputo Development Corridor (MDC) was launched in 1996 and represents the first regional corridor initiative in Southern Africa. The corridor aimed at increasing trade between and along its starting points in the Gauteng province and the Maputo harbour in Mozambique. It involves investment in roads, railways and ports. However, local populations along the corridor do not always benefit from greater connectivity.

Table 7: Key Areas (most distressed areas) in terms of the VTSD Focus:

Category (VTSD)	Local Municipality (LM)	District Municipality (DM)
Zeerust	Ramotshere Moiloa LM	Ngaka Modiri Molema DM
Koster	Kgetlengrivier LM	Bojanala Platinum DM
Coligny	Ditsobotla LM	Ngaka Modiri Molema DM
Hartbeesfontein (Dorpie) and Tigane (Township)	City of Matlosana	Dr Kenneth Kaunda DM
Vryburg (Dorpie) and Huhudi (Township)	Naledi LM	Dr Ruth S. Mompoti DM
Schweizer-Reneke/Itelegeng (Mamusa)	Mamusa LM	Dr Ruth S. Mompoti DM
Derby	Kgetlengrivier LM	Bojanala Platinum DM
Delareyville	Tswaing LM	Ngaka Modiri Molema DM
Ottosdal	Tswaing LM	Ngaka Modiri Molema DM
Wolmaransstad/Tsweleng – Maquassi Hills	Maquassi Hills LM	Dr Kenneth Kaunda DM
Swartruggens	Kgetlengrivier LM	Bojanala Platinum DM
Sannieshof	Tswaing LM	Ngaka Modiri Molema DM
Ventersdorp and Tshing	Ventersdorp LM	Dr Kenneth Kaunda D

Source: The FEED (2015).ACT

Based on the context and challenges of VTSDs and geographical economy, the following economic growth paths have been identified in a study by the North West University



In the diagram below the possible growth paths for VTSDs are expanded on:

Basis for area's economic growth	Description
Trade center	Growth pattern emanating from a small urban cluster that provides goods and services to the ex-urban communities and rural hinterlands.
Agglomeration (e.g. cluster economy)	Growth resulting from geographic concentrations of interconnected businesses and institutions that enhance the productivity of the core industries.
Supply-chain (e.g. dispersal economy)	Remote location is chosen over the central metropolitan area to host a node of economic activity (distribution or assembly) that is part of a larger (geographic) production chain.
Natural amenity or cultural assets	Growth as a result of either quality-of-place attracting new households OR efforts to actively develop and promote cultural, recreation, eco-tourism venues and their supporting visitor services. A variant exists based upon natural-resource assets that are tied to extractive activities such as mining, logging.
Knowledge (learning) assets	Growth opportunities leveraged from the collective knowledge embodied in the area or region, including social capital, technical applications / commercialisation, institutional assets (educational and financial), entrepreneurial start-ups etc.

- j) Based on the information above, NWDC will close the gap by focusing on smart specialisation. Smart specialisation is about placing greater emphasis on innovation and having an innovation-driven development strategy in place that focuses on each area's strength and competitive advantage. It aims at identifying factors of competitiveness and concentrating resources on key priorities. It also aims to harness area diversity by avoiding uniformity and duplication in investment goals. It combines goal-setting with a dynamic and entrepreneurial discovery process involving key stakeholders from government, business, academia and other knowledge-creating institutions.

6.2 PESTLIE ANALYSIS

Political, Economical, Socio Cultural, Technological, Legal Analysis, International and Environmental (PESTLIE) (National Context):

Table 8: PESTLIE Analysis

Factor: POLITICAL	
These refer to government policy such as the degree of intervention in the economy. Political decisions can impact on many vital areas for business such as the education of the workforce, the health of the nation and the quality of the infrastructure of the economy such as the road and rail system.	
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> Politically stable environment Favourable policy and regulatory environment (monetary, fiscal, industrial, trade, competition, etc.) Good bilateral and multilateral relationships as well as cooperation agreements Government very serious about industrialisation and job creation Member of the BRICS community 	<ul style="list-style-type: none"> Service delivery protests Disbursing of infrastructure on traditional land

<ul style="list-style-type: none"> • Perception of corruption and the implementation of controls to minimise and prevent 	
---	--

Factor: ECONOMICAL

These include interest rates, taxation changes, economic growth, inflation and exchange rates. For example:

- higher interest rates may deter investment because it costs more to borrow;
- a strong currency may make exporting more difficult because it may raise the price in terms of foreign currency;
- inflation may provoke higher wage demands from employees and raise costs; and
- higher national income growth may boost demand for a firm's products.

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Stable macroeconomic environment articulating expansionary and liberalisation views (SARB) • SA known as open for business (excellent “doing business” rankings) • Easily accessible investment incentives • Excellent financial market system • Planned economic infrastructure • Mining is the largest sector in the BBP and accounts for some 64.7% of the nation’s platinum output. Other minerals in the BBP are: gold, uranium, diamonds, fluorspar, copper, vanadium, limestone, slate, phosphate, coal, manganese, dimension stone, cement and nickel. • Agriculture and agro-processing remain strong opportunities in the BBP focusing on grain, livestock and dairy production. • Strong local Small and Medium Enterprise (SME) base, with many becoming involved in high-value activities such as exporting and investment in Research & Development (R&D) and Innovation. As a result, the province has the opportunity to further develop these areas and work towards an economy based on innovative firms competing in export markets. • Tourism is the 4th most important economic sector in this predominantly rural, and scenic province. The BBP has a total of 14 provincial parks within its borders. The most well-known are the Pilanesberg and Madikwe National Parks and the province boasts a wide array of species, ecosystem and habitats – including the Big Five in a malaria-free environment. • Close proximity to Gauteng provides access to markets making trade an important sector in the BBP. • Setsokotsane Programme 	<ul style="list-style-type: none"> • Slow economic growth • Strained electricity supply • Increased fuel prices • Labour unrest • All production-led sectors decreasing in contribution to economic output growth • Downgrading of South Africa’s credit rating by International Credit Rating Agencies • Unfavourable current account outlook • Ageing water and roads infrastructure • The province has poor and deteriorating economic infrastructure • Companies moving out of the province and relocate in other countries (job losses) • Local commodity prices • The province accounts for a small share of South Africa’s overall international trade and contributed 1.8% to trade output in 2014. The BBP is a net exporter of goods. However, the BBP has a very concentrated export basket – not only in terms of products, but also in terms of the countries or regions traded with. In addition, the exported goods are largely commodity-based, implying a greater threat of price volatility and hence fluctuating export earnings. • Closing of mines and mechanisation • Businesses offered incentives to relocate to neighbouring countries • Drought • Depreciation of the rand • Closing of mines and job losses

Factor: SOCIO-CULTURAL

Changes in social trends can impact on the demand for a firm's products and the availability and willingness of individuals to work. The age of a population also has an impact on demand: for example, a young population will need different goods than an older population.

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Government emphasis on rural economic development and advancement • Labour costs are relatively lower than in other key emerging markets, including Mexico, Hungary, Malaysia and Singapore • Increase in quantity of matriculates and related pass rates • Bokone Bophirima Province focus on agriculture, culture and tourism 	<ul style="list-style-type: none"> • Current state of infrastructure (poor energy and water supply, availability of factory space, roads, bulk services, etc.) • Low levels of earnings and disposable income result in weak per capita data • Increased urbanisation and the adverse impact thereof on the available infrastructure • Socio-economic and demographic conditions not improving (e.g. high unemployment rate and possible moral degeneration) • Education

Factor: TECHNOLOGICAL

New technologies create new products and new processes. Technology can reduce costs, improve quality and lead to innovation. These developments can benefit consumers as well as the corporation's providing the products

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • South African Universities are emerging leaders of R&D in various sectors (energy efficiency, manufacturing, environmental science, export development and HIV pharmaceutical breakthrough) • Government support for renewable energy independent power producers • Tier 1 and Tier 2 suppliers are quick to adopt and gain first-mover advantage • Well-functioning and easily accessible information and communication network including developments in the social media • Information Communication Technology (ICT) fourth generation (4G) and broadband infrastructure installed in major cities in South Africa including Rustenburg and Potchefstroom in the Bokone Bophirima Province. • Hydrogen in the University of the North West 	<ul style="list-style-type: none"> • Tier 3 (SMME) companies are slow to adopt new technology • Slow pace of localisation, i.e. cost and access to foreign-developed and -owned technology • Weak R&D capability and initiatives at enterprise level

Factor: LEGAL

These are related to the legal environment in which firms operate. Different categories of law include:

- **Consumer laws:** These are designed to protect customers against unfair practices such as misleading descriptions of the product;
- **Competition laws:** These are aimed at protecting small firms against bullying by larger firms and ensuring customers are not exploited by firms with monopoly power;
- **Employment laws:** These cover areas such as redundancy, dismissal, working hours and minimum wages. They aim to protect employees against the abuse of power by managers;
- **Health and safety legislation:** These laws are aimed at ensuring the workplace is as safe as is reasonably

practical. They cover issues such as training, reporting accidents and the appropriate provision of safety equipment.

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> Fair and just legal system New Companies Act has improved the ease of doing business, transparency and accountability 	<ul style="list-style-type: none"> Cumbersome and drawn-out legal processes Excessive legal fees

Factor: INTERNATIONAL

International factors might include things such as exchange rate changes or wars or instability in other parts of the world that may influence how your business runs.

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> Favourable economic outlook Inter-regional trade 	<ul style="list-style-type: none"> Volatility of ZAR against the US dollar FDI (Greenfield projects) will continue to be low Decrease in local commodity prices Slower growth in China affecting demand for commodities Slow recovery of global markets after economic slowdown

Factor: ENVIRONMENTAL

Environmental factors include the weather and climate change. Changes in temperature can impact on many industries including farming, tourism and insurance. With greater environmental awareness, this external factor is becoming a significant issue for firms to consider. The growing desire to protect the environment is having an impact on many industries such as the travel and transportation industries (for example, more taxes being placed on air travel and the success of hybrid cars) and the general move towards more environmentally friendly products and processes is affecting demand patterns and creating business opportunities.

OPPORTUNITY	THREAT
<ul style="list-style-type: none"> South Africa is committed to the green economy as per the NGP and the NDP. As per the 2012 FDI Report, renewable energy in 2011 contributed 19% to FDI and was the biggest sector contributor 	<ul style="list-style-type: none"> Impact of mining and industrial activities on water and air quality and the environment in general. Degradation of water quality and supply Drought

6.3 ORGANISATIONAL ENVIRONMENT

The NWDC is an implementing agent for the provincial government to drive the economy in the Bokone Bophirima Province and to contribute to the economic growth of the province by 2020.

The North West Development Corporation must play a leadership and catalytic role in transformation and development. This should be achieved through transparent and development-focused procurement processes (60% local procurement from SMMEs and co-operatives); gender parity and progression; targeted skills development in collaboration with other stakeholders (state, business and the community).

The North West Development Corporation need to implement projects in line with the provincial developmental agenda (ACT and VTSD). Furthermore, the NWDC need to determine priority projects with the biggest impact on job creation and enterprise development.

It is imperative that the NWDC with its investment strategy must have a high return objective to grow itself into a self-sustainable organisation to enable it to implement the developmental agenda. Furthermore, to become self-funded as well as focusing on increasing revenue through our property portfolio and investment activities.

6.3.1 Current organisational environment

- a) The current organisational structure is not suitable due to legacies of the past:
- Hierarchy inclined with a lot of silos;
 - There is limited skilled employees;
 - Policies are still not relevant and should be reviewed;
 - Low staff morale; and
 - Limited funding to implement projects.

6.3.2 Moving forward

- a) The NWDC is embarking on a process to finalise and implement the new organisational structure. The new organisational structure is aligned with the strategy of the provincial priorities. The focus will move from conventional methods to a project-based approach to enable better implementation of deliverables.
- b) The NWDC, as a State Owned Enterprise, is aimed at matching the private sector's performance standards and even become world-class players. The NWDC will be structured and capacitated in a manner that it can adhere to implementing projects effectively and efficiently.

6.3.3 Best practices in State Owned Entities

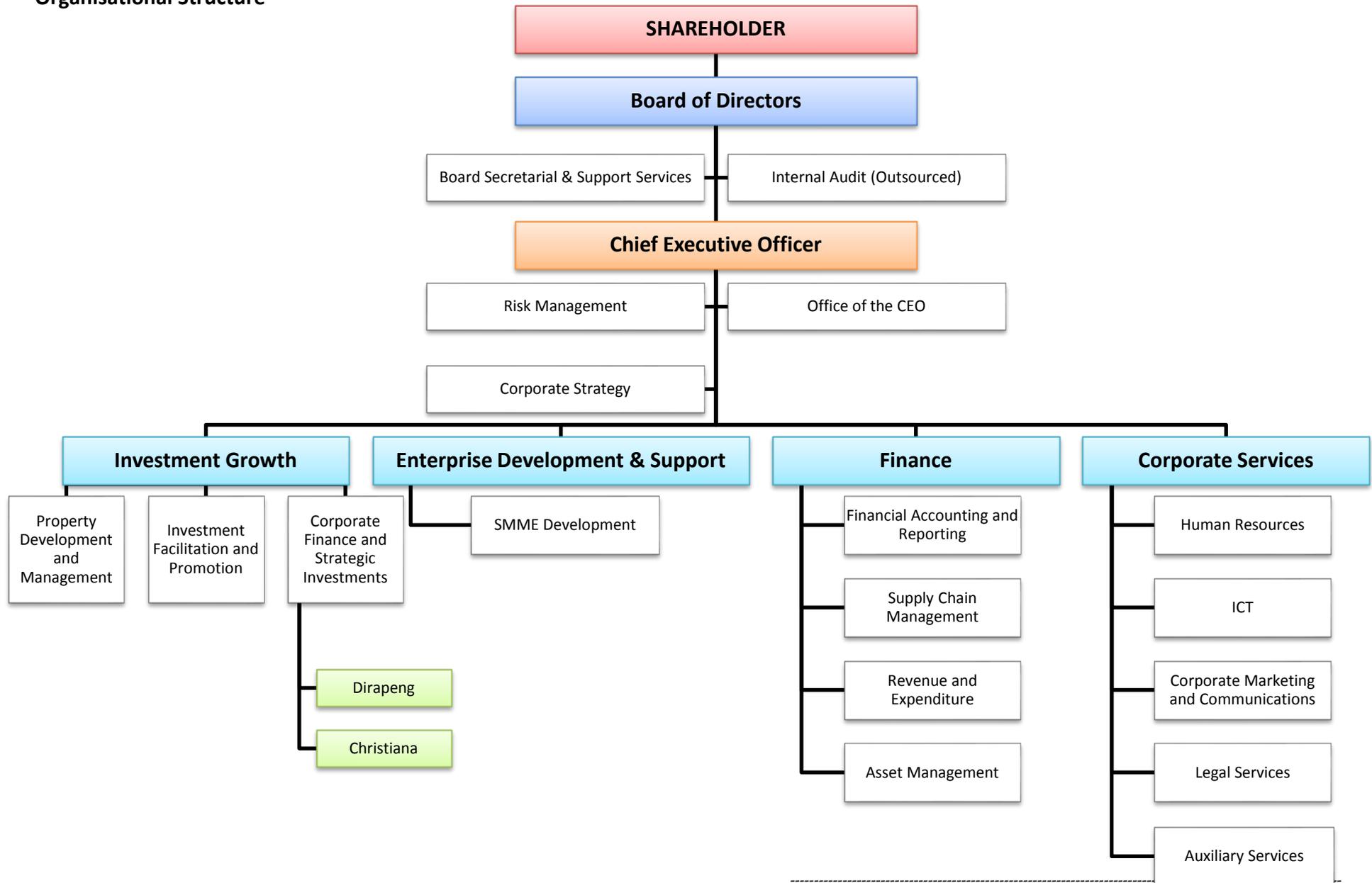
Presidential Review Committee Report

- a) The review of SOEs provides an opportunity for post-1994 South Africa to redefine the configuration and the role of its SOEs to address economic, social and service delivery challenges facing the country. These challenges include access to quality service delivery, globalisation, unemployment, skewed distribution of income, access to land and housing, access to finance and poor infrastructure – the burden of which is disproportionately borne by the majority of the population.
- b) South Africa aspires to be a developmental state. This review provides an opportunity to align the SOEs to this agenda. Chapter Two of the Presidential Review Committee Report explores the common understanding of the concept of a developmental state as well as the associated plans and programmes. In particular, SOEs are expected to assist the state in addressing issues of social and economic transformation and in bridging the gap between rich and poor; black and white; rural and urban and other divisions in our society. If the country is to attain improved quality of life underpinned by a robust

democracy and a just society, along with other initiatives, the state must preside over viable, efficient, effective and competitive SOEs.

- c) The Presidential Review Committee (PRC) of SOEs was established to address the question of whether SOEs are responding appropriately to the developmental state agenda. This implies that the review should ascertain the extent to which the state must be an active, effective and decisive owner/shareholder; playing a leadership role in providing strategic direction, creating an enabling environment, and being at the forefront of ensuring that SOEs are vibrant and execute their mandate effectively.
- d) In its comprehensive review, the PRC has ascertained that while SOEs have an indispensable role to play in service delivery and have crucial performance and transformation potential, they are nevertheless faced with significant weaknesses and threats that might become grave impediments to their optimum contribution. This report accordingly recommends major reforms to strengthen SOEs. These reforms address matters of oversight for SOEs, establishment/disestablishment of SOEs; strategic planning, funding, legal and regulatory policy, institutional structures, systems, capacity, as well as critical performance evaluation measures.

6.4 Organisational Structure



6.5 Description of the Strategic Planning Process

The process followed with regards to combining the Strategic Plan and Annual Performance Plans of the North West Development Corporation was as follows:

- a) Risk Management Workshop held on 25 and 26 August 2015;
- b) Management Strategic Planning Workshop on 7 and 8 September 2015;
- c) Audit & Risk Committee Risk Management Workshop on 10 September 2015;
- d) Management Strategic Planning Workshop on 15 September 2015;
- e) Management Strategic Planning Workshop on 21 and 22 September 2015;
- f) Executive Management Meeting on 30 September 2015;
- g) Management Strategic Planning Workshop on 5 and 6 October 2015;
- h) Audit & Risk Committee Meeting held on 16 October 2015;
- i) Board Meeting held on 16 October 2015;
- j) Executive Management Meeting on 7 and 8 December 2015;
- k) Executive Management Meeting on 14 December 2015;
- l) Board and Executive Management Strategic Planning Session on 15 December 2015;
- m) Management Strategic Planning Session on 9 and 10 February 2016;
- n) Management Strategic Planning Session on 22 & 23 February 2016;
- o) Management Strategic Planning Workshop on 29 February 2016, 1 and 2 March 2016

6.6 STRATEGIC OUTCOME-ORIENTED GOALS OF THE INSTITUTION

Strategic Outcome-Oriented Goal 1:	Administration & Support
Goal Statement:	To ensure compliance to legislation, sound financial management, good corporate governance and best practices
Strategic Outcome-Oriented Goal 2:	Investment Growth
Goal Statement:	To sustain and increase the investment portfolio (<i>property development and management, equity investments, foreign direct investment, subsidiaries</i>) and export trade
Strategic Outcome-Oriented Goal 3:	Enterprise Development and Support
Goal Statement:	To facilitate the creation, sustainability and competitiveness of enterprises

PART B: Strategic Objectives

NWDC has adopted the following strategic objectives for the next five years:

No	Objective
SO1	Enable service delivery through effective support
SO2	Comply with government imperatives
SO3	Build sustainability of NWDC
SO4	Successful delivery of projects
SO5	Build mutually beneficial relations with stakeholders

NWDC Programme Summary

Programme number	Programme name	Programme purpose	Programmes	Sub-Programmes
1)	Administration & Support	To efficiently administer the organisation to achieve its objectives	Office of the CEO	1.1.1 Office of the CEO
				1.1.2 Board Secretarial Services
				1.1.3 Internal Audit
				1.1.4 Risk Management
				1.1.5 Corporate Strategy
				1.1.6 Research & Innovation
			Finance	1.2.1 Finance
			Corporate Services	1.3.1 Human Resources
				1.3.2 ICT
				1.3.3 Corporate Marketing & Communications
				1.3.4 Legal Services
				1.3.5 Auxiliary Services
			2)	Investment Growth
Trade & Investment Promotion & Facilitation	2.2 Trade & Investment Promotion & Facilitation			
Corporate Finance & Strategic Investments	2.3.1 Corporate Finance & Strategic Investments			
	2.3.2 Special Projects			

Programme number	Programme name	Programme purpose	Programmes	Sub-Programmes
3)	Enterprise Development & Support	To facilitate the creation, sustainability and competitiveness of enterprises	SMME Development	3.1 SMME Development

7. PROGRAMME 1: ADMINISTRATION & SUPPORT

Purpose: To efficiently administer the organisation to achieve its objectives

Sub-Programme 1.1: Office of the CEO

Composition: This sub-programme comprises of Office of the CEO, Board Secretarial Services, Internal Audit, Risk Management, Corporate Strategy and Research & Innovation

Strategic objective:	To give strategic and administrative leadership to the NWDC in pursuit of good governance
Objective statement:	To provide a strategic direction to the NWDC in line with the imperatives of the PFMA, regulations and policies in pursuance of service delivery by ensuring 100% achievement of predetermined targets
Baseline:	Office of the CEO, Board Secretarial Services, Internal Audit, Risk Management, Corporate Strategy and Research & Innovation

RESOURCE CONSIDERATIONS: Personnel trends:

Refer to table on page 47

RESOURCE CONSIDERATIONS: Expenditure trends:

Refer to Expenditure Table on page 44

Risk Management

Strategic objective	Risk	Mitigation plan
To give strategic and administrative leadership to the NWDC in pursuit of good governance	Cross border matters	Engage with National Treasury to finalise the matter
	Municipal debt	Seek intervention from the shareholder
	Proper management of leases (i.e. delays in escalation of rentals, update on renewals and delays in acting against defaulters) and timeous legal instructions from branches	<ul style="list-style-type: none"> Update the lease agreement Review rental policies Enforce and encourage the NAEDO Debit Order System Standardised procedure with timeframes for different steps leading to legal action

Sub-Programme 1.2: Finance

Composition: This sub-programme comprises of Financial Accounting & Reporting, Supply Chain Management, Revenue & Expenditure and Asset Management

Strategic objective:	To plan and budget financial activities in compliance with all relevant legislation and policies, regulations, framework and guidelines
Objective statement:	To ensure effective management of financial and non-financial resources, co-ordinate external and internal audit, reporting and procurement of goods and services
Baseline:	Audit Report, PPPFA, PFMA, Treasury Regulations, GAAP (General Accounting Acceptable Principles), Asset register (ownership, completeness and fair value)

RESOURCE CONSIDERATIONS: Personnel trends

Refer to table on page 47

RESOURCE CONSIDERATIONS: Expenditure trends

Refer to Expenditure Table on **page 44**

Risk Management

Strategic objective	Risk	Mitigation plan
To plan and budget financial activities in compliance with all relevant legislation and policies, regulations, frameworks and guidelines	Inability to achieve a clean audit outcome	Implement audit action plan

Sub-Programme 1.3: Corporate Services

Composition: This sub-programme comprises of Human Resources, ICT, Corporate Marketing & Communications, Legal Services and Auxiliary Services

Strategic objective:	To provide effective HR, ICT, marketing and communications, legal and auxiliary services by ensuring appropriate support to all other programmes
Objective statement:	To deliver HR, ICT and marketing and communications, legal and auxiliary services
Baseline:	Legislative compliance and HR Strategy, ICT Framework and Strategy, Corporate Marketing & Communication Strategy, Legal Framework and International Standards of Operation (ISO9001 and more)

RESOURCE CONSIDERATIONS: Personnel trends

Refer to table on page 47

RESOURCE CONSIDERATIONS: Expenditure trends

Refer to Expenditure Table on **page 44**

Risk Management

Strategic objective	Risk	Mitigation plan
To provide effective HR, ICT, Marketing & Communications, Legal and Auxiliary services by ensuring appropriate support to all other	Job vacancies (shortage of staff causes delay in work flow and outputs resulting in lower	<ul style="list-style-type: none"> Appointment of advertised positions (critical positions) Immediate appointment of positions lower than executive

departments	performance)	positions
	The role of the IT function and technological systems in assisting overall organisational and individual productivity is not effective	<ul style="list-style-type: none"> • Improve the ICT infrastructure • Develop the ICT architecture in line with the new business requirements
	Development of appropriate company culture. (working in silos, low staff morale, sharing of information)	Develop and implement Change Management Programme
	Proper management of leases (i.e. delays in escalation of rentals, update on renewals and delays in acting against defaulters) and timeous legal instructions from branches	<ul style="list-style-type: none"> • Update the lease agreement • Review rental policies • Enforce and encourage the NAEDO Debit Order System <p>Standardised procedure with timeframes for different steps leading to legal action</p>

RESOURCE CONSIDERATIONS: Expenditure trends for Programme 1: Administration & Support

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF				
Expenditure Estimates				
Programme	Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2016/2017	2017/2018	2018/2019	2019/2020
Sub-Programme 1.1: Office of the CEO	27 333	27 302	29 019	31 416
Sub-Programme 1.2: Financial Management	22 095	22 070	23 458	25 396
Sub-Programme 1.3: Corporate Services	39 349	39 304	41 776	45 227
Subtotal	88 777	88 676	94 253	102 038
ECONOMIC CLASSIFICATION				
Current Payments	77 787	80 250	85 211	92 370
Compensation of Employees	40 708	40 896	43 256	45 758
Goods and services of which:	37 079	39 354	41 955	46 612
Communication	645	684	725	768
Computer services	1 720	1 823	1 933	2 049
Consultants, Contractors and Special Services	1 629	1 747	1 972	2 110
Inventory	-	-	-	-
Maintenance repair and running cost	144	153	162	172
Operating leases	-	-	-	-
Travel & Subsistence	1 287	1 364	1 446	1 533
SMME Expenses	-	-	-	-
Audit	3 400	3 504	3 714	3 937
Direct Building Expenses	-	-	-	-
Marketing	2 600	2 756	2 921	3 097
Depreciation	8 039	8 521	9 032	9 574
Other	17 615	18 802	20 050	23 373
Insurance	8 400	8 888	8 693	9 987
Motor Vehicle Expenses	2 552	2 700	2 862	3 034
Board Expenses	3 500	3 703	3 926	4 161
Staff Training and Welfare	1 900	2 010	2 131	2 259
Other Unclassified	1 263	1 500	2 438	3 932
Payments for capital assets	10 990	8 426	9 042	9 669
Buildings and other fixed structures				
FIXED ASSET - MOTOR VEHICLE	3 040	-	-	
Machinery and equipment	150	158	278	379
DBSA Loan	7800	8 268	8 764	9 290
of which: Capitalised compensation				
TOTAL	88 777	88 676	94 253	102 038

8. PROGRAMME 2: INVESTMENT GROWTH

Purpose: To attract new businesses, grow the economy of the Bokone Bophirima Province and generate revenue for the NWDC

Strategic objectives

Sub-Programme 2.1: Property Development and Management

Composition: This sub-programme comprises of Property Development and Management

Strategic objective:	To let, maintain and develop property to generate revenue for the NWDC
Objective statement:	To manage property portfolio to achieve and maintain sustainability of the NWDC
Baseline:	Reduction in the property portfolio debt book, growth in property portfolio, increase revenue, fit for purpose (right sizing) property portfolio to support economic growth and job creation

RESOURCE CONSIDERATIONS: Personnel trends

Refer to table on page 47

RESOURCE CONSIDERATIONS: Expenditure trends

Refer to Expenditure Table on page 47

Risk Management

Strategic Objective	Risk	Mitigation Plan
To let, maintain, develop, dispose and acquire property to generate revenue for the NWDC	The lack of ability to recover the full debt owed to NWDC	<ul style="list-style-type: none"> • Purchase of legal software • Decision on outsourcing the debt book • List of debtors with court orders • Long outstanding debts to be escalated for complete write-off • Review of current debtors' policy • Implementation of a collection strategy • Promote the SMS and debit order systems • Capacity in terms of personnel (numbers and skill) • Delay in taking action against defaulters
	Poor state and lack of maintenance of properties	<ul style="list-style-type: none"> • Assessment of properties in terms of their economic viability

Sub-Programme 2.2: Investment Promotion & Facilitation

Composition: This sub-programme comprises of Trade & Investment Facilitation and Promotion

Strategic objective:	To contribute to the economic growth of the Bokone Bophirima Province
Objective statement:	To attract foreign and local direct investments into the Bokone Bophirima Province and facilitate market access for local businesses
Baseline:	Value of investment secured and facilitated, number of investment projects packaged and promoted

RESOURCE CONSIDERATIONS: Personnel trends

Refer to table on page 47

RESOURCE CONSIDERATIONS: Expenditure trends

Refer to Expenditure Table on page 47

Risk Management

Strategic objective	Risk	Mitigation plan
To contribute to the economic growth of the Bokone Bophirima Province	When investment does not occur, any contributions are made to economic growth as this is dependent on investor appetite, availability and/or the positive outcome from applications to funding institutions, political and economic environment. The availability of bankable business plans and project champions are a pre-requisite for this objective	Advocate for an optimum environment. Identify financing partners. Fund feasibility studies for projects with potential leading to bankable business plans

Sub-Programme 2.3: Corporate Finance & Strategic Investments

Composition: This sub-programme comprises of Infrastructure Development, Strategic Projects, Tourism and Hospitality

Strategic objective:	To ensure the NWDC's self-sustainability through strategic investments
Objective statement:	To manage and expand the NWDC strategic investments, facilitate the implementation of special projects in the VTSD to increase job creation and contribute to the economic growth
Baseline:	Increase revenue, job creation and equity investments

RESOURCE CONSIDERATIONS: Personnel trends

Refer to table on page 47

RESOURCE CONSIDERATIONS: Expenditure trends

Refer to Expenditure Table on page 47

Risk management

Strategic objective	Risk	Mitigation plan
To ensure the NWDC's self-sustainability through strategic investments	The Christiana Properties not becoming fully operational on time (1 December 2015)	Executive management must appoint resources
	Funding not provided for the upgrading of the Dirapeng facilities to insurable state by 1 October 2015	Open loan accounts for Dirapeng
	Dirapeng - lack of cash flow management	Submit a business plan
	Dirapeng - lack of proper budgeting	Appoint the rightly experienced individual to lead the procurement/budgeting project
	Dirapeng - lack of appropriate policies	Review existing financial policies and/or develop appropriate policies
	Dirapeng - APPs not in compliance with Treasury requirements	Schedule a strategic planning session for Dirapeng.

RESOURCE CONSIDERATIONS: Expenditure trends

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF				
Expenditure Estimates				
Programme	Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2016/2017	2017/2018	2018/2019	2019/2020
Sub-Programme 2.1.1: Property Development and Management	106 975	95 317	101 184	106 802
Sub-Programme 2.2.1: Investment Facilitation and Promotion	3 927	4 163	4 412	4 677
Sub-Programme 2.3.1: Corporate Finance and Strategic Investment	5 701	6 853	7 332	7 841
Subtotal	116 603	106 333	112 928	119 321
ECONOMIC CLASSIFICATION				
Current Payments	93 715	104 096	111 523	117 831
Compensation of Employees	31 422	36 885	39 742	42 172
Goods and services of which:	62 293	67 210	71 781	75 659
Communication	260	276	292	310
Computer services	-	-	-	-
Consultants, Contractors and Special Services	2 004	2 434	2 784	3 155
Inventory	-	-	-	-
Maintenance repair and running cost	7 611	8 346	9 180	10 098
Operating leases	1 500	1 590	1 685	1 787
Travel & Subsistence	2 536	3 328	3 528	3 740
SMME Expenses	-	-	-	-
Audit	-	-	-	-
Direct Building Expenses	48 138	51 026	54 088	56 333
Marketing	-	-	-	-
Depreciation	-	-	-	-
Other	244	210	222	236
Other Unclassified	244	210	222	236
Payments for capital assets	22 888	2 237	1 406	1 490
Buildings and other fixed structures	22 000	1 320	1 399	1 483
FIXED ASSET - MOTOR VEHICLE	-	-	-	-
Machinery and equipment	888	917	7	7
SMME Loans	-	-	-	-
of which: Capitalised compensation				
TOTAL	116 603	106 333	112 928	119 321

9. PROGRAMME 3: ENTERPRISE DEVELOPMENT & SUPPORT

Purpose: To facilitate the creation, sustainability and competitiveness of enterprises

Strategic objectives

Sub-Programme 3.1: SMME Development

Composition: This sub-programme comprises of SMME Development & Support

Strategic objective:	To effectively develop sustainable SMMEs and co-operatives through financial and non-financial support
Objective statement:	To provide financial (funding and incentives) and non-financial (business registration and training, service offering) support to SMMEs and co-operatives
Baseline:	Collection of loans disbursed, job creation, market access, growth and sustainability, sector development guidelines, sector development benchmark, ACT and VTSD

RESOURCE CONSIDERATIONS: Personnel trends

Refer to table on page 47

Risk management

Strategic objective	Risk	Mitigation plan
To effectively develop sustainable SMMEs and co-operatives through financial and non-financial support	Low collection rate on SMME loan debtors	<ul style="list-style-type: none"> Appoint an external debt collector Capacitate SMMEs with aftercare services

RESOURCE CONSIDERATIONS: Expenditure trends

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF				
Expenditure Estimates				
Programme	Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2016/2017	2017/2018	2018/2019	2019/2020
Sub-Programme 2.1: SMME Cooperative Support	25 940	25 798	28 247	29 734
Subtotal	25 940	25 798	28 247	29 734
Change to 2015/2016 budget estimate				
ECONOMIC CLASSIFICATION				
Current Payments	18 940	16 798	17 247	17 734
Compensation of Employees	17 519	15 092	15 450	15 830
Goods and services of which:	1 421	1 706	1 797	1 904
Travel & Subsistence	971	1 229	1 291	1 368
Other	450	477	506	536
VTSD Projects	450	477	506	536
Other Unclassified				
Payments for capital assets	7 000	9 000	11 000	12 000
SMME Loans	7 000	9 000	11 000	12 000
of which: Capitalised compensation				
TOTAL	25 940	25 798	28 247	29 734

RESOURCE CONSIDERATIONS: Personnel trends

The organisational structure of the North West Development Corporation was approved by the Board of Directors on 19 February 2016. The table below reflects total number of positions in the organisational structure and the current filled positions.

Level	Current Filled Positions	Level	Total Number of Positions in Organisational Structure
P2	1	P2	1
P3	0	P3	1
P4	0	P4	3
P5	7	P5	8
P6	2	P6	13
P7	13	P7	18
P8	32	P8	50
P9	8	P9	15
P10	7	P10	8
P11	13	P11	3
P12	20	P12	66
P13	11	P13	0
P14	1	P14	0
P16	2	P16	0
P17	11	P17	13
P18	35	P18	0
Total	163	Total	199

10. REVENUE AND EXPENDITURE TRENDS

10.1 Revenue 2013/2014 and 2014/2015

SOURCES OF REVENUE	2014/2015			2013/2014		
	ESTIMATE R	ACTUAL AMOUNT COLLECTED R	(OVER)/UNDER COLLECTION R	BUDGET R	ACTUAL EXPENDITURE R	(OVER)/UNDER EXPENDITURE R
Revenue	181 635 000	109 155 000	72 420 000	145 978 000	103 285 000	(42 693 000)
Grants	40 937 000	35 269 000	5 668 000	46 444 000	33 149 000	(13 295 000)
Investment and Other Income	989 000	8 119 000	(7 130 000)	918 000	4 894 000	3 976 000
Other Gains and Losses	19 641 000	60 314 000	(40 673 000)	19 628 000	21 941 000	2 313 000
TOTAL	243 202 000	212 857 000	30 345 000	212 628 000	163 269 000	(49 699 000)

10.2 Programme expenditure: 2013/2014 and 2014/2015

PROGRAMME NAME	2014/2015			2013/2014		
	BUDGET R	ACTUAL EXPENDITURE R	(OVER)/UNDER EXPENDITURE R	BUDGET R	ACTUAL EXPENDITURE R	(OVER)/UNDER EXPENDITURE R
Office of the CEO	7 279 000	9 271 775	(1 992 775)	7 696 002	5 301 422	2 394 580
Finance	24 019 000	32 901 037	(8 882 037)	27 338 008	19 753 691	7 584 318
Corporate Services	99 016 000	59 325 849	39 690 151	63 035 022	26 353 753	36 681 269
Strategic Affairs	5 804 000	1 024 077	4 779 923	-	-	-
Trade and Industry Development	19 026 000	2 101 514	16 924 486	8 976 152	4 919 765	4 056 387
SMME Support	6 866 000	259 282	6 606 718	14 652 004	4 795 271	9 856 732
Property Management	75 729 000	44 425 077	31 303 923	72 943 005	63 559 786	9 383 219
TOTAL	237 739 000	149 308 611	88 430 389	194 640 193	124 683 688	69 956 505

10.3 Capital expenditure

INFRASTRUCTURE PROJECTS	2014/2015			2013/2014		
	BUDGET R	ACTUAL EXPENDITURE R	(OVER)/UNDER EXPENDITURE R	BUDGET R	ACTUAL EXPENDITURE R	(OVER)/UNDER EXPENDITURE R
Property	3 830 000	-	3 830 000	611 507	5 725 055	5 113 548
IT	1 788 000	458 000	1 330 000	950 000	385 000	(565 000)
Finance	1 546 000	706 000	840 000	275 000	350 000	75 000
TOTAL	7 164 000	1 164 000	6 000 000	1 836 507	6 460 055	4 623 548

10.4 Estimates for 2015/2016:

a) Expenditure

Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Programme 1: Support Services				100 135	103 936	108 192	112 772
Programme 2: Enterprise Creation, Development & Support				10 639	11 171	11 229	11 291
Programme 3: Investment Growth & Finance				73 245	77 276	80 035	69 354
Programme 4: Development & Support				4 224	4 456	4 679	4 913
Subtotal	-	-	-	188 243	196 839	204 135	198 330
ECONOMIC CLASSIFICATION							
Current Payments	-	-	-	171 434	179 145	185 575	193 082
Compensation of Employees	-	-	-	54 570	58 390	61 309	64 375
<i>Goods and services of which:</i>	-	-	-	116 864	120 755	124 266	128 707
Communication	-	-	-	3 000	3 130	3 282	3 479
Computer services	-	-	-	6 000	7 000	8 000	9 000
Consultants, Contractors and Special Services	-	-	-	24 521	25 552	26 089	26 104
Inventory	-	-	-	-	-	-	-
Maintenance repair and running cost	-	-	-	9 288	9 844	9 935	10 531
Operating leases	-	-	-	1 500	1 590	1 685	1 786
Travel & Subsistence	-	-	-	9 981	11 092	11 724	12 320
SMME Expenses	-	-	-	10 000	10 000	10 000	10 000
Audit	-	-	-	2 862	3 197	3 215	3 408
Direct Building Expenses	-	-	-	25 819	27 397	29 032	29 778
Marketing	-	-	-	6 500	5 150	5 203	5 400
Other	-	-	-	9 156	8 113	6 977	7 320
Interest and rent on land	-	-	-	8 237	8 690	9 124	9 581
Financial transactions in assets and liabilities	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	16 809	17 694	18 560	5 248
Buildings and other fixed structures	-	-	-	12 225	12 900	13 545	-
Machinery and equipment	-	-	-	4 584	4 794	5 015	5 248
Land and subsoil assets	-	-	-	-	-	-	-
<i>of which: Capitalised compensation</i>							
TOTAL	-	-	-	188 243	196 839	204 135	198 330

b) Income and expenditure

R thousand	Audited outcome			Main	Adjusted	Revised	Medium-term receipts estimate		
	2012/2013	2013/2014	2014/2015	appropriation	appropriation	estimate	2016/2017	2017/2018	2018/2019
REVENUE	-	-	-	188 623	-	188 623	198 875	215 176	185 612
Tax revenue				115 735		115 735	132 000	145 200	159 720
Non-tax revenue						-			
Sale of goods and services other than capital assets						-			
Of which:						-			
✓ Admin fees						-			
✓ Sales by market establishments						-			
✓ Other sales						-			
Fines penalties and forfeits						-			
Interest, dividends and rent on land				1 044		1 044	1 102	1 163	1 279
Other non-tax revenue				20 741		20 741	22 375	22 375	24 613
Transfers received				51 103		51 103	43 398	46 438	-
Sale of capital assets						-			
EXPENSES	-	-	-	188 244	-	188 244	196 839	204 135	198 330
Current expense									
Compensation of employees				54 570		54 570	58 390	61 309	64 375
Use of goods and services				116 948		116 948	120 803	124 746	115 418
Depreciation				8 489		8 489	8 956	8 956	8 956
Unauthorised expenditure						-			
Interest, dividends and rent on land				8 237		8 237	8 690	9 124	9 581
✓ Interest				8 237		8 237	8 690	9 124	9 581
✓ Dividends						-			
✓ Rent on land						-			
Transfers and subsidies						-			
TOTAL: Surplus / (Deficit)	0	0	0	379	0	379	2 036	11 041	-12 718

10.5 Estimates for 2016/2017:

a) Expenditure

OVERVIEW OF 2016/2017 BUDGET AND MTEF ESTIMATES				
Expenditure Estimates				
	Budget			
Programme	Main appropriation	Medium-Term Expenditure Framework		
	2016/2017	2017/2018	2018/2019	2019/2020
Programme 1: Administration and Support	88 777	88 676	94 253	102 038
Programme 2: Investment Growth & Finance	116 603	106 333	112 928	119 321
Programme 3: Enterprise Creation, Development & Support	25 940	25 798	28 247	29 734
Subtotal	231 320	220 807	235 428	251 094
ECONOMIC CLASSIFICATION				
Current Payments	190 442	201 143	213 980	227 935
Compensation of Employees	89 649	92 873	98 448	103 760
Goods and services of which:	100 793	108 270	115 532	124 175
Communication	905	959	1 017	1 078
Computer services	1 720	1 823	1 933	2 049
Consultants, Contractors and Special Services	3 633	4 181	4 756	5 265
Inventory	-	-	-	-
Maintenance repair and running cost	7 755	8 498	9 342	10 270
Operating leases	1 500	1 590	1 685	1 787
Travel & Subsistence	4 794	5 922	6 265	6 641
SMME Expenses	-	-	-	-
Audit	3 400	3 504	3 714	3 937
Direct Building Expenses	48 138	51 026	54 088	56 333
Marketing	2 600	2 756	2 921	3 097
Depreciation	8 039	8 521	9 032	9 574
Other	18 309	19 489	20 779	24 145
Other Expenses Consist of:				
Insurance	8 400	8888	9421	9987
Motor Vehicle Expenses	2 552	2700	2862	3034
Board Expenses	3 500	3703	3926	4161
Staff Training and Welfare	1 900	2010	2131	2259
Other Unclassified	1 957	2187	2438	2704
Interest and rent on land	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-
Payments for capital assets	40 878	19 663	21 448	23 159
Buildings and other fixed structures	22 000	1 320	1 399	1 483
FIXED ASSET - MOTOR VEHICLE	3 040	-	-	-
Machinery and equipment	1 038	1 075	285	386
Cultivated assets	-	-	-	-
Software and other intangible assets	-	-	-	-
Land and subsoil assets	-	-	-	-
SMME Loans	7 000	9 000	11 000	12 000
DBSA payments	7 800	8 268	8 764	9 290
of which: Capitalised compensation				
TOTAL	231 320	220 807	235 428	251 094

b) Income and expenditure

		North West Development Corporation						
Summary of Revenue and Expenses		2013/14	2014/15	2015/16	2016/2017	2017/18	2018/19	2019/20
R thousand		Audited outcome		Preliminary outcome	Main appropriation	Medium-term receipts framework		
Revenue								
Tax revenue		103 610	109 155	115 320	126 852	139 097	153 007	168 307
Non-tax revenue		102 294	18 747	22 273	23 477	23 538	25 892	27 446
Sale of goods and services other than capital assets			-	-	-	-	-	-
<i>Of which:</i>								
Admin fees								
Sales by market establishments		2						
Other sales								
Fines penalties and forfeits								
Interest, dividends and rent on land		3 940	3 751	1 064	1 102	1 163	1 279	1 356
Other non-tax revenue		98 354	14 996	21 209	22 375	22 375	24 613	26 090
Transfers received		-	28 009	86 878	62 617	66 618	70 482	74 711
Sale of capital assets								
Total revenue		205 904	155 911	224 471	212 946	229 253	249 381	270 464
Expenses								
Total Current expense		142 189	150 238	211 671	190 442	201 143	213 980	227 935
Compensation of employees		47 711	52 356	68 000	89 649	92 873	98 448	103 760
Use of goods and services		87 029	90 548	135 434	92 754	99 749	106 500	114 601
Depreciation		7 449	7 334	8 237	8 039	8 521	9 032	9 574
Unauthorised expenditure				-				
Interest, dividends and rent on land								
Interest								
Dividends				-				
Rent on land								
Transfers and subsidies								
Total expenses		142 189	150 238	211 671	190 442	201 143	213 980	227 935
Surplus / (Deficit)		63 715	5 673	12 800	22 504	28 110	35 401	42 530
Payments for capital assets		3 358	1 675	8 107	40 878	19 663	21 448	23 159
Buildings and other fixed structures		50			22 000	1 320	1 399	1 483
FIXED ASSET - MOTOR VEHICLE		1 709	46		3 040	-	-	-
Machinery and equipment		1 001	1 118	307	1 038	1 075	285	386
Cultivated assets					-	-	-	-
Software and other intangible assets					-	-	-	-
Land and subsoil assets					-	-	-	-
SMME DISBURSEMENTS					7 000	9 000	11 000	12 000
DBSA Payment		598	511	7800	7 800	8 268	8 764	9 290
of which: Capitalised compensation								
Surplus/Deficit		60 357	3 998	4 693	-18 374	8 446	13 953	19 371

PART C: *Links to Other Plans*

Links to other Long-Term infrastructure and other capital plans

None

Nr	Project name	Programme	Municipality	Project description/Type of structure	Outputs	Estimated project cost	Expenditure to date (if any)	Project duration	
								Start	Finish

ANNEXURE E:

Technical indicator descriptions

PROGRAMME 1: ADMINISTRATION & SUPPORT

Sub-Programme 1.1: Office of the CEO

1.1.1 Office of the CEO

Indicator Title: Percentage achievement of overall organisational performance	
Short Definition:	Measurement of a NWDC's achieved performances compared to goals and objectives
Purpose/Importance:	The measure intends to measure the overall performance of the organisation
Source/Collection of Data:	Unit managers performance
Method of Calculation:	Average performance of overall achievement
Data Limitations:	Unavailability of unit performance
Type of Indicator:	Activity
Calculation Type:	Non-Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Manager: CEO Office

1.1.2 Board Secretarial Services

Indicator Title: Number of Board Charters reviewed	
Short Definition:	It is a document that regulate the operation of the Board
Purpose/Importance:	To ensure revision of the Board Charters
Source/Collection of Data:	IODSA and Chartered Secretaries Southern Africa
Method of Calculation:	$(\text{Total number of Charters reviewed} / \text{total of planned Charters reviewed}) \times 100$
Data Limitations:	No Board Meetings
Type of Indicator:	Output
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes

Desired Performance:	High
Indicator Responsibility:	Company Secretary

Indicator Title:	Number of Terms of References reviewed
Short Definition:	It is a scope of work that the Board give to the Committees
Purpose/Importance:	To ensure revision of the Terms of References
Source/Collection of Data:	IODSA, Chartered Secretaries Southern Africa and Legislation
Method of Calculation:	(Total number of Terms of References reviewed/total of planned Terms of References reviewed) X 100
Data Limitations:	No Board Meetings
Type of Indicator:	Output
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Company Secretary

Indicator Title:	Number of approved Board Minutes
Short Definition:	Record of the Board meetings
Purpose/Importance:	To ensure that all the decisions taken by Board are recorded
Source/Collection of Data:	Reports from Management and inputs from Board Members
Method of Calculation:	Total number of actual achievements
Data Limitations:	No Board meetings
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Company Secretary

Indicator Title:	Number of approved Committee minutes
Short Definition:	Record of the Committee meetings
Purpose/Importance:	To ensure that all the decisions taken by Committees are recorded
Source/Collection of Data:	Reports from Management and inputs from Committee Members
Method of Calculation:	Total number of actual achievements
Data Limitations:	No Committee meetings

Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Company Secretary

Indicator Title:	Number of Board Induction Manuals developed
Short Definition:	Orientation file for new Board Members
Purpose/Importance:	To provide guidance and ensure sufficient tools are availed to Board Members
Source/Collection of Data:	IODSA, Chartered Secretaries Southern Africa and Legislation
Method of Calculation:	Total actual achievement
Data Limitations:	Non affiliations to IODSA, Chartered Secretaries Southern Africa due to lack of funding
Type of Indicator:	Output
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Company Secretary

1.1.3 Internal Audit

Indicator Title:	Number of approved Internal Audit Charters
Short Definition:	This measures the number of internal audit charters approved
Purpose/Importance:	To ensure guidance to internal audit activities
Source/Collection of Data:	Chartered Accountants Southern Africa and Legislation
Method of Calculation:	Number of internal audit charters approved
Data Limitations:	Non affiliations Chartered Accountants Southern Africa due to lack of funding
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Executive Officer

Indicator Title: Number of approved Rolling 3-Year Strategic Internal Audit Plans	
Short Definition:	This measures the number of strategic internal audit plans approved
Purpose/Importance:	To ensure that the internal audit strategic plans are approved
Source/Collection of Data:	Internal Audit Strategic Plan
Method of Calculation:	Number of strategic internal audit plans approved
Data Limitations:	Lack of Internal Audit Strategic Plan
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Executive Officer

Indicator Title: Percentage achievement of Internal Audit Plan	
Short Definition:	This measures performance against the internal audit plan
Purpose/Importance:	To ensure achievement of internal audit plan
Source/Collection of Data:	Internal audit plan
Method of Calculation:	$(\text{Total actual achievement of internal audit plan} / \text{total activities of internal audit plan}) \times 100$
Data Limitations:	Lack of Internal audit plan
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Executive Officer

Indicator Title: Percentage implementation of Audit Action Plan	
Short Definition:	This measures performance against the audit action plan
Purpose/Importance:	To ensure implementation of audit action plan
Source/Collection of Data:	Audit action plan
Method of Calculation:	$(\text{Total actual implementation of audit action plan activities} / \text{total audit action plan activities}) \times 100$
Data Limitations:	Lack of audit action plan
Type of Indicator:	Activity

Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Executive Officer

1.1.4 Risk Management

Indicator Title: Number of Risk Management Policies reviewed	
Short Definition:	This measures number of risk guiding document reviewed
Purpose/Importance:	To ensure boundaries for acceptable behaviour and guidelines for best practices in risk management.
Source/Collection of Data:	Risk management guidelines
Method of Calculation:	total number of risk management policy reviewed
Data Limitations:	Lack of risk management guideline/outdated risk management guideline
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Risk Manager

Indicator Title: Number of Risk Management Strategies reviewed	
Short Definition:	This measures number of risk strategy document reviewed
Purpose/Importance:	To outline a high level plan on how the municipality will implement its risk management policy
Source/Collection of Data:	King (iii)
Method of Calculation:	total number of risk management strategies reviewed
Data Limitations:	Lack of risk management strategy
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Risk Manager

Indicator Title: Number of Risk Registers	
Short Definition:	This measures the number documents that records NWDC risks
Purpose/Importance:	To ensure risks are recorded for the purposes of mitigation
Source/Collection of Data:	NWDC Units
Method of Calculation:	Sum of approved risk registers
Data Limitations:	Lack of inputs from unit managers and Risk Register template
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Risk Manager

Indicator Title: Number of Mitigation Plans	
Short Definition:	This measures the number of plans to mitigate the identified risks
Purpose/Importance:	To ensure mitigation of risk
Source/Collection of Data:	Risk register
Method of Calculation:	Sum of approved mitigation plans
Data Limitations:	No Risk register
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Risk Manager

1.1.5 Corporate Strategy

Indicator Title: Number of approved Shareholders Compact's reviewed	
Short Definition:	This measures the number of approved Shareholders Compact's reviewed
Purpose/Importance:	To ensure compliance with National Treasury Guidelines and compliance with legislative mandate
Source/Collection of Data:	Shareholder's compact
Method of Calculation:	Total number of approved Shareholders Compact's reviewed

Data Limitations:	Lack of Shareholder compact and Template
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually (Bi-Annually – Mid-Year/adjusted budget)
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Corporate Strategy Manager

Indicator Title: Number of approved Strategic Plans submitted timeously to the Shareholder	
Short Definition:	This measures the number of approved Strategic Plans submitted timeously to the Shareholder
Purpose/Importance:	To ensure compliance with legislative mandate
Source/Collection of Data:	Strategy Document, Unit Managers & NWDC Board
Method of Calculation:	Number of approved Strategic Plans submitted
Data Limitations:	No strategy document and lack of inputs from Unit managers and Board
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually (Bi-Annually – Mid-Year/adjusted budget)
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Corporate Strategy Manager

Indicator Title: Number of approved Annual Performance Plans submitted timeously to the Shareholder	
Short Definition:	This measures number of approved Annual Performance Plans submitted timeously to the Shareholder
Purpose/Importance:	To ensure compliance with legislative mandate
Source/Collection of Data:	Annual Performance Plan & Inputs from Unit Managers
Method of Calculation:	Number of approved Annual Performance Plans submitted
Data Limitations:	No Annual Performance Plan and Lack of inputs from Unit Managers
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually (Bi-Annually – Mid-Year/adjusted budget)

New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Corporate Strategy Manager

Indicator Title: Number of approved Quarterly Reports submitted timeously to the Shareholder	
Short Definition:	This measures the number of approved Quarterly Reports submitted timeously to the Shareholder
Purpose/Importance:	To ensure compliance with legislative mandate
Source/Collection of Data:	Inputs from Unit Managers
Method of Calculation:	Number of approved Quarterly Reports submitted
Data Limitations:	Lack of inputs from unit managers
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Corporate Strategy Manager

Indicator Title: Number of Annual Reports submitted on time	
Short Definition:	This measures number of Annual Reports submitted on time
Purpose/Importance:	To ensure legislative compliance
Source/Collection of Data:	Quarterly Performance
Method of Calculation:	Number of Annual Reports submitted
Data Limitations:	Delays experienced during the finalization of the External Audit
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Corporate Strategy Manager

Indicator Title: Number of performance review meetings held	
Short Definition:	This measures the number of monitoring and evaluation performance review meetings held with Units

Purpose/Importance:	To track performance of the organisation with the aim of bringing about corrective measures and interventions
Source/Collection of Data:	Quarterly performance information reports and portfolio of evidence from programme managers
Method of Calculation:	Number of performance review meetings held
Data Limitations:	Quality of reports received, late and incomplete submission of performance information reports from programme managers
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Corporate Strategy Manager

1.1.6 Research & Innovation

Indicator Title: Number of Economic Data Reports distributed	
Short Definition:	Economic data report shows economic activities and the impact thereof
Purpose/Importance:	To ensure that recent, relevant and reliable economic data is disseminated to support informed decision making
Source/Collection of Data:	Desktop research, Stats SA, IHS Global Insight, purchased or commissioned studies, internal generated reports and reliable economic data sources
Method of Calculation:	Total sum of produced economic data reports
Data Limitations:	Lack of data, poor quality and outdated information
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Manager: Research & Innovation

Indicator Title: Percentage achievement of Research and Innovation Activity Plan	
Short Definition:	This measures actual performance against research and innovation activity plan
Purpose/Importance:	To ensure achievement of the research and innovation plan

Source/Collection of Data:	Unit research request form
Method of Calculation:	(Total achievement of research and innovation activities/total research and innovation activities planned) x 100
Data Limitations:	Lack of research and innovation requests from Units
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: Research & Innovation

Sub-Programme 1.2: Finance

Indicator Title: Number of financial statements submitted to Treasury	
Short Definition:	This measures the number of financial statements of the entity on a monthly basis
Purpose/Importance:	To ensure compliance with the PFMA and Treasury Regulations towards a clean audit
Source/Collection of Data:	Inputs captured on NICOR
Method of Calculation:	Total of monthly financial statements
Data Limitations:	Non availability of the system
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Monthly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of financial statements submitted to AGSA	
Short Definition:	This measures the number of submitted annual financial statements
Purpose/Importance:	To ensure compliance with the PFMA and Treasury Regulations towards a clean audit
Source/Collection of Data:	Inputs captured on NICOR
Method of Calculation:	Total of annual financial statements
Data Limitations:	Non availability of the system

Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of tax compliance submissions to SARS	
Short Definition:	This measures the number of returns submitted to SARS
Purpose/Importance:	To ensure that the company complies with the Tax Regulations to avoid tax penalties and interest
Source/Collection of Data:	Inputs captured on NICOR
Method of Calculation:	Number of returns submitted
Data Limitations:	Changes in Tax legislation and lack of tax expertise
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Monthly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of compliance reports on asset management	
Short Definition:	This measures number of reports submitted after the verification of NWDC assets
Purpose/Importance:	To ensure the proper recording of NWDC assets which result in safe keeping of the assets
Source/Collection of Data:	Asset Register
Method of Calculation:	Number of compliance reports compiled
Data Limitations:	Outdated asset register
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Bi-Annually
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of procurement plans submitted to Treasury	
Short Definition:	This measures number of procurement plans submitted
Purpose/Importance:	To ensure that significant expenditure is budgeted for
Source/Collection of Data:	Unit procurement plans
Method of Calculation:	Number of procurement plans submitted
Data Limitations:	Lack of unit procurement plans
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of SCM performance reports produced	
Short Definition:	This measures number of SCM performance reports
Purpose/Importance:	To ensure identification and reduction of deviation from the NWDC procurement policy
Source/Collection of Data:	SCM checklist and internal audit report
Method of Calculation:	Number of SCM performance reports produces
Data Limitations:	No internal audit performed
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of Financial Delegation Frameworks reviewed	
Short Definition:	This measures number of financial delegation frameworks reviewed
Purpose/Importance:	To ensure that relevant managers are performing within their mandates
Source/Collection of Data:	Treasury Guidelines
Method of Calculation:	Number of financial delegation frameworks reviewed

Data Limitations:	Outdated Treasury guidelines
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of budgets submitted	
Short Definition:	This measures the number of budget submissions
Purpose/Importance:	To ensure that financial resources are allocated to the planned targets
Source/Collection of Data:	Unit budget templates
Method of Calculation:	Total number of budgets submitted
Data Limitations:	Non submission of unit budget information
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Bi-Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of budget performance reports submitted	
Short Definition:	This measures performance of units against budget
Purpose/Importance:	To ensure compliance with budget
Source/Collection of Data:	NICOR
Method of Calculation:	Total number of budget performance report submitted
Data Limitations:	Non availability of NICOR
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Monthly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Number of credit control policies developed	
Short Definition:	This measures number of control policies developed
Purpose/Importance:	To ensure credit worthiness of NWDCs clients and guidance on how outstanding monies should be collected
Source/Collection of Data:	Treasury Guidelines
Method of Calculation:	Number of credit control policies developed
Data Limitations:	Outdated Treasury guidelines
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Percentage collection of rental due	
Short Definition:	This measures the actual monies collected from clients
Purpose/Importance:	To ensure that monies due to the NWDC is collected
Source/Collection of Data:	NICOR
Method of Calculation:	$(\text{Total money collected} / \text{total rental due}) \times 100$
Data Limitations:	Inaccurate data and non-payment by clients
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Indicator Title: Percentage reduction of irregular expenditure schedule	
Short Definition:	This measures the percentage reduction of irregular expenditure
Purpose/Importance:	To ensure minimization of irregular expenditure in NWDC
Source/Collection of Data:	Irregular Expenditure Register
Method of Calculation:	$(\text{Irregular expenditure at the end of the period} - \text{irregular expenditure at the beginning of the period}) / \text{irregular expenditure at the beginning of the period}$
Data Limitations:	Outdated irregular expenditure register

Type of Indicator:	Output
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Chief Financial Officer

Sub-Programme 1.3: Corporate Services

1.3.1 Human Resources

Indicator Title:	Percentage achievement of HR procedure manual plan
Short Definition:	This measures the approved HR procedure guidelines developed
Purpose/Importance:	To ensure consistent application of HR processes
Source/Collection of Data:	Legislative prescripts
Method of Calculation:	$(\text{Total number of HR procedure guidelines developed} / \text{total number of HR procedure guidelines scheduled}) \times 100$
Data Limitations:	Lack of expertise of skill, outdated templates, customisation of procedures to suit the operational requirements
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Human Resource Manager

Indicator Title:	Percentage of employees developed against annual Workplace Skills Plan
Short Definition:	This measures the number of employees trained against the annual Workplace Skills Plan
Purpose/Importance:	To ensure competent skill exist within the NWDC
Source/Collection of Data:	Individual development plans and training register
Method of Calculation:	$(\text{Total number of employees trained} / \text{total number of employees as per annual Workplace Skills Plan}) \times 100$
Data Limitations:	Budget, non-existence of development plan and training register
Type of Indicator:	Activity
Calculation Type:	Non-cumulative

Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Human Resource Manager

Indicator Title: Percentage employees developed against Employment Equity Plan	
Short Definition:	This measures fair representation of designated group within organisational level
Purpose/Importance:	To ensure diversity within the organisational levels
Source/Collection of Data:	Employment Equity Act ,55 of 1995
Method of Calculation:	(Actual developed employees/Total number of employees identified in the Employment Equity plan)x100.
Data Limitations:	Management Resistance to change
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Human Resource Manager

Indicator Title: Percentage achievement of HR work plan	
Short Definition:	This measures the activities within HR
Purpose/Importance:	To ensure effective and efficient HR functions within NWDC
Source/Collection of Data:	HR Policies and Procedures
Method of Calculation:	(Total number of achieved activities/total number of planned activities in the HR work plan) x 100
Data Limitations:	Outdated HR Policies and Procedures
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Human Resource Manager

Indicator Title: Percentage reduction of vacancy rate	
--	--

Short Definition:	This measures the number of vacant positions within the NWDC
Purpose/Importance:	To ensure that the NWDC functions effectively with the full staff complement
Source/Collection of Data:	Approved labour structure and budget
Method of Calculation:	$(\text{Total number of vacant positions} / \text{total number of planned labour complement}) \times 100$
Data Limitations:	Non approval of labour structure and outdated salary scales
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Human Resource Manager

1.3.2 ICT

Indicator Title: Percentage uptime of ICT Services	
Short Definition:	This measures the availability of ITC at NWDC
Purpose/Importance:	To ensure availability of ITC at NWDC
Source/Collection of Data:	Company Server
Method of Calculation:	Percentage as per system
Data Limitations:	Non availability of Company Server
Type of Indicator:	Activity
Calculation Type:	Non-Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: ICT

Indicator Title: Percentage achieved of work plan	
Short Definition:	This measures ITC activities
Purpose/Importance:	To ensure delivery of ICT
Source/Collection of Data:	ICT Strategy
Method of Calculation:	$(\text{total achieved activities} / \text{total activities as per work plan}) \times 100$
Data Limitations:	Lack of ICT strategy
Type of Indicator:	Activity

Calculation Type:	Non-Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: ICT

Indicator Title:	Number of ICT Strategies reviewed
Short Definition:	This measures the number ICT strategies reviewed
Purpose/Importance:	To ensure alignment of the ICT strategy the will lead to efficient delivery of ICT at NWDC
Source/Collection of Data:	ICT Strategy
Method of Calculation:	Number of ICT strategies reviewed
Data Limitations:	Lack of ICT strategy
Type of Indicator:	Activity
Calculation Type:	Non-Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: ICT

1.3.3 Corporate Marketing & Communication

Indicator Title:	Number of Marketing and Communications Strategies developed
Short Definition:	Development of a Marketing and Communication roadmap that is aligned to the NWDC corporate strategy
Purpose/Importance:	To ensure the execution of effective branding activities and stakeholder engagement
Source/Collection of Data:	Inputs from Management, NWDC documents and templates
Method of Calculation:	Sum of total Marketing & Communication Strategies developed
Data Limitations:	Availability of inputs by Management, outdated templates
Type of Indicator:	Output
Calculation Type:	Non-Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High

Indicator Responsibility:	Manager: Corporate Marketing & Communication
----------------------------------	--

Indicator Title:	Percentage achievement of the Marketing & Communication Operational Plan
Short Definition:	Comparison of actual and planned activities derived from the Marketing & Communication Operational Plan
Purpose/Importance:	To ensure the execution of the Marketing & Communication Strategy
Source/Collection of Data:	Marketing & Communication Strategy and Operational Plan
Method of Calculation:	$(\text{Total achievement} / \text{total planned}) \times 100$
Data Limitations:	Lack of approved Marketing & Communication Strategy and/or Operational Plan
Type of Indicator:	Activities
Calculation Type:	Non-Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: Corporate Marketing & Communication

1.3.4 Legal Services

Indicator Title:	Percentage achievement of litigation schedule
Short Definition:	This measures performance against a list of legal matters actioned
Purpose/Importance:	To ensure resolution of legal matters which will lead to NWDC continued operation
Source/Collection of Data:	Letter of demand, legal application form and summons
Method of Calculation:	$(\text{Total number of cases actioned} / \text{total number of cases received}) \times 100$
Data Limitations:	Court interdict, legislative mandates and inaccurate legal application form
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Legal Manager

Indicator Title: Percentage recovery of bad debt	
Short Definition:	This measures the reduction of the NWDC debt book
Purpose/Importance:	To ensure reduction of the debt book which will result in the sustainability of the NWDC
Source/Collection of Data:	Finance
Method of Calculation:	$(\text{Total of debt collected} / \text{total list of debt}) \times 100$
Data Limitations:	Outdated information and change in political sphere
Type of Indicator:	Activity
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Legal Manager

1.3.5 Auxiliary Services

Indicator Title: Number of reviewed fleet management policies	
Short Definition:	Revision of the existing fleet management policy
Purpose/Importance:	To ensure efficient and effective management of fleet
Source/Collection of Data:	Approved fleet management policy
Method of Calculation:	Total number of policies
Data Limitations:	No approval of the policy
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

Indicator Title: Number of maintenance plans developed	
Short Definition:	Schedule of service intervals for fleet maintenance
Purpose/Importance:	To ensure compliance with vehicle maintenance plan which will result in efficient running conditions
Source/Collection of Data:	Service book
Method of Calculation:	Sum of maintenance plans developed

Data Limitations:	No service books
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

Indicator Title: Number of fleet analyses report produced	
Short Definition:	A report to highlight the operation costs per vehicle
Purpose/Importance:	To ensure minimal fleet costs and informed decision making
Source/Collection of Data:	Fleet statements (Bank), Monthly reports from branches
Method of Calculation:	Sum of fleet analyses reports produced
Data Limitations:	No statements from the Bank and Branch monthly reports
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Monthly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

Indicator Title: Satisfaction survey internal (employees)	
Short Definition:	Tool to measure the satisfaction of employees with the unit services
Purpose/Importance:	To obtain feedback from the services rendered
Source/Collection of Data:	Employee give service feedback through a questionnaire
Method of Calculation:	Satisfaction rating index
Data Limitations:	No survey conducted
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

Indicator Title:	Number of project plans on document control management developed
Short Definition:	Project plan that will guide the unit on document control management
Purpose/Importance:	To ensure compliance with ISO9001
Source/Collection of Data:	ISO9001 standards
Method of Calculation:	Sum of project plans developed
Data Limitations:	Lack of ISO standards information
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

Indicator Title:	Number of document control policies reviewed
Short Definition:	Revision of the existing document control policy
Purpose/Importance:	To ensure efficient and effective document control management
Source/Collection of Data:	Approved document control policy
Method of Calculation:	Total number of policies
Data Limitations:	No approval of the policy
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

Indicator Title:	Number of operational plans developed for auxiliary services
Short Definition:	Overall working plan for the unit
Purpose/Importance:	To ensure efficiency of the unit
Source/Collection of Data:	Corporate Strategy
Method of Calculation:	Sum of operational plans developed
Data Limitations:	No corporate strategy
Type of Indicator:	Output

Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Auxiliary Services Manager

PROGRAMME 2: INVESTMENT GROWTH

Sub-Programme 2.1: Property Development and Management

Indicator Title: Percentage of occupancy rate	
Short Definition:	Total occupied against total available units
Purpose/Importance:	To ensure accurate calculation of NWDC revenue that result in its sustainability
Source/Collection of Data:	Tenant Coordinators and NICOR property management system
Method of Calculation:	$(\text{Total occupied units} / \text{total number of available units}) \times 100$
Data Limitations:	Outdated data and unavailability of NICOR system
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Property Manager

Indicator Title: Percentage achievement of Maintenance Plan (routine/preventative maintenance)	
Short Definition:	This is a schedule of routine and preventative property maintenance effected in the current period against planned
Purpose/Importance:	To measure efficiency of maintenance against plan in order to ensure continued revenue
Source/Collection of Data:	Snag lists (property assessment report)
Method of Calculation:	$(\text{Total number of achievement} / \text{total planned}) \times 100$
Data Limitations:	Lack of skills (technical)
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly

New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Property Manager

Indicator Title:	Number of vacant land developed
Short Definition:	Sum of all the NWDC vacant land developed
Purpose/Importance:	To ensure that the available land is developed to increase revenue for the NWDC
Source/Collection of Data:	NWDC Asset Register
Method of Calculation:	Sum of actual vacant land developed
Data Limitations:	Outdated asset register, disagreements between stakeholders, and illegal occupants
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Property Manager

Sub-Programme 2.2: Investment Promotion & Facilitation

Indicator Title:	Value of successful investment projects facilitated into the Province
Short Definition:	Total monetary amount of investments facilitated into the province
Purpose/Importance:	To demonstrate investment facilitation efforts into the province that contribute towards economic growth and job creation
Source/Collection of Data:	The data is collected from the actual funded business plans
Method of Calculation:	Summation of total funded business plans
Data Limitations:	Political and economic environment and lack of skills
Type of Indicator:	Output
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	Manager: Investment Promotion & Facilitation

Indicator Title: Number of companies linked to new markets (exports)	
Short Definition:	These are the export ready companies linked to new external markets
Purpose/Importance:	To ensure that local companies are linked to potential markets
Source/Collection of Data:	From internal export development database collected through seminars, advertisements, mailing list and walk-ins
Method of Calculation:	Sum of total number of companies linked to markets
Data Limitations:	Outdated database
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: Investment Promotion & Facilitation

Indicator Title: Number of companies linked to new markets (domestic)	
Short Definition:	These are companies linked to new domestic markets
Purpose/Importance:	To ensure that local companies are linked to potential markets
Source/Collection of Data:	From internal SMME database collected through seminars, advertisements, mailing list and walk-ins
Method of Calculation:	Sum of domestic companies linked to markets
Data Limitations:	Outdated database
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Manager: Investment Promotion & Facilitation

Sub-Programme 2.3: Corporate Finance and Strategic Investments

Indicator Title: Number of Dti SEZ Designation Licenses issued	
Short Definition:	This measures the number of SEZ Designation Licenses issued
Purpose/Importance:	To ensure availability of SEZ Designation Licenses is issued
Source/Collection of Data:	The DTI
Method of Calculation:	Total number of SEZ Designated licenses issued
Data Limitations:	Non approval of SEZ Designated licenses application
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SEZ Manager

Indicator Title: Number of Treasury SEZ Proclamations	
Short Definition:	This measures the number of SEZ Proclamations
Purpose/Importance:	To ensures availability of the Treasury SEZ Proclamations
Source/Collection of Data:	Treasury SEZ Proclamation
Method of Calculation:	Total number Treasury SEZ Proclamations
Data Limitations:	Lack Proclamation by Treasury
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SEZ Manager

Indicator Title: Number of SEZ Management Companies registered	
Short Definition:	This measures the number of SEZ companies registered
Purpose/Importance:	To ensure registration of SEZ companies that will run operation
Source/Collection of Data:	CIPC
Method of Calculation:	Number of SEZ management companies registered
Data Limitations:	No registration certificate
Type of Indicator:	Output
Calculation Type:	Cumulative

Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SEZ Manager

Indicator Title: Percentage return on investments	
Short Definition:	This measures the return received from NWDC investment
Purpose/Importance:	To ensure return on investment on NWDC investment
Source/Collection of Data:	Subsidiary Financial Statements and Annual Report
Method of Calculation:	(Total return received/total expected return) x 100
Data Limitations:	Lack of Financial Statement and Annual Report
Type of Indicator:	Output
Calculation Type:	No - Cumulative
Reporting Cycle:	Annually
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Manager

Indicator Title: Number of warehouses developed for tuck shop economy	
Short Definition:	This measures the number of warehouses developed for tuck shop economy
Purpose/Importance:	To ensure the existence of warehouses for tuck-shop economy
Source/Collection of Data:	Tuck Shop economy project plan
Method of Calculation:	total number of developed warehouses
Data Limitations:	No project plan
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Managers: Tuck Shop Economy

Indicator Title: Number of alternative building material factories developed	
Short Definition:	This measures the number of Alternative Building Material factories developed

Purpose/Importance:	To ensure the existence of Alternative Building Material Factories
Source/Collection of Data:	Alternative Building Material Project Plan
Method of Calculation:	total number of developed factories
Data Limitations:	No project plan
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Managers: Alternative Building Material Factory

Indicator Title:	Number of bakeries established
Short Definition:	This measures the number of bakeries established
Purpose/Importance:	To ensure the existence of bakeries
Source/Collection of Data:	Bakeries Project Plan
Method of Calculation:	total number of bakeries established
Data Limitations:	No project plan
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Managers: Bakeries

2.3.2 Special Projects

Indicator Title:	Percentage achievement of projects implemented in villages
Short Definition:	Measure of actual achievement of all the special projects (transferred from other NW government departments) implemented by NWDC in villages
Purpose/Importance:	Indicator intends to measure the actual performance against the plan to ensure implementation thereof
Source/Collection of Data:	Project activity plans
Method of Calculation:	$(\text{Total actual performance} / \text{total planned}) \times 100$
Data Limitations:	Change in political landscape, change in leadership, scope creep, lack of funds, lack of stakeholder buy-in, and no project plan

Type of Indicator:	Activities
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Managers

Indicator Title: Percentage achievement of projects implemented in townships	
Short Definition:	Measure of actual achievement of all the special projects (transferred from other NW government departments) implemented by NWDC in townships
Purpose/Importance:	Indicator intends to measure the actual performance against the plan to ensure implementation thereof
Source/Collection of Data:	Project activity plans
Method of Calculation:	$(\text{Total actual performance} / \text{total planned}) \times 100$
Data Limitations:	Change in political landscape, change in leadership, scope creep, lack of funds, lack of stakeholder buy-in, and no project plan
Type of Indicator:	Activities
Calculation Type:	Non-cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Managers

Indicator Title: Percentage achievement of projects implemented in small dorpies	
Short Definition:	Measure of actual achievement of all the special projects (transferred from other NW government departments) implemented by NWDC in small dorpies
Purpose/Importance:	Indicator intends to measure the actual performance against the plan to ensure implementation thereof
Source/Collection of Data:	Project activity plans
Method of Calculation:	$(\text{Total actual performance} / \text{total planned}) \times 100$
Data Limitations:	Change in political landscape, change in leadership, scope creep, lack of funds, lack of stakeholder buy-in, and no project plan
Type of Indicator:	Activities
Calculation Type:	Non-cumulative

Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	Project Managers

PROGRAMME 3: ENTERPRISE DEVELOPMENT & SUPPORT

Sub-Programme 3.1: SMME Development

Indicator Title: Value of funds disbursed to SMMEs/Cooperatives	
Short Definition:	Total amount of money disbursed to SMMEs and Cooperatives
Purpose/Importance:	To measure the financial support provided to SMMEs and Cooperatives which ensures their sustainability and contribution towards the economy of the province
Source/Collection of Data:	Database of approved disbursed loans
Method of Calculation:	Sum of amount of approved loans disbursed
Data Limitations:	Outdated database and unavailability of system support
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	SMME Manager

Indicator Title: Percentage of SMMEs/Cooperatives funded	
Short Definition:	Percentage of the total SMMEs/Cooperatives funded
Purpose/Importance:	To measure the financial support provided to SMMEs and Cooperatives which ensures their sustainability and contribution towards the economy of the province
Source/Collection of Data:	Loan Application Register
Method of Calculation:	$(\text{Total number of applications funded} / \text{total number of applications received}) \times 100$
Data Limitations:	Outdated loan application register
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No

Desired Performance:	High
Indicator Responsibility:	SMME Manager

Indicator Title:	Number of SMMEs funded
Short Definition:	Number of loans granted to SMMEs
Purpose/Importance:	To measure the SMMEs access to funding
Source/Collection of Data:	Database of approved disbursed loans
Method of Calculation:	Sum of funded SMMEs
Data Limitations:	Outdated database and unavailability of system support
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SMME Manager

Indicator Title:	Number of Cooperatives funded
Short Definition:	Number of loans granted to Cooperatives
Purpose/Importance:	To measure the Cooperatives access to funding
Source/Collection of Data:	Database of approved disbursed loans
Method of Calculation:	Sum of funded Cooperatives
Data Limitations:	Outdated database and unavailability of system support
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SMME Manager

Indicator Title:	Number of SMMEs supported
Short Definition:	Number of services (business advice, business management training and aftercare) rendered to SMMEs
Purpose/Importance:	To ensure that the intervention provided to SMMEs are implemented
Source/Collection of Data:	Consultation form

Method of Calculation:	Sum of SMMEs supported
Data Limitations:	Incomplete consultation form, lack of skills due to change in the economy
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	No
Desired Performance:	High
Indicator Responsibility:	SMME Manager

Indicator Title: Number of Cooperatives supported	
Short Definition:	Number of services (business advice, business management training and aftercare) rendered to Cooperatives
Purpose/Importance:	To ensure that the intervention provided to Cooperatives are implemented
Source/Collection of Data:	Consultation form
Method of Calculation:	Sum of Cooperatives supported
Data Limitations:	Incomplete consultation form, lack of skills due to change in the economy
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Quarterly
New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SMME Manager

Indicator Title: Number of SMMEs supported into Black Industrialist Programme	
Short Definition:	Measure the number of SMME's received assistance into Black Industrialist Programme
Purpose/Importance:	To ensure that the SMME's are into Black Industrialist Programme
Source/Collection of Data:	Black Industrialist Programme Schedule
Method of Calculation:	Sum of Cooperatives supported into Black Industrialist Programme
Data Limitations:	Out-dated Black Industrialist Programme Schedule
Type of Indicator:	Output
Calculation Type:	Cumulative
Reporting Cycle:	Annually

New Indicator:	Yes
Desired Performance:	High
Indicator Responsibility:	SMME Manager