

Annexure A

North West Development Corporation SOC Ltd

Reviewed Corporate Plan

2020/2021



31 July 2020

A. Approved Corporate Plan 2020/2021

Areas reviewed/reduced (key performance indicator)	Target in the Corporate Plan	Section in the Corporate Plan	Page Number
Value of current rental collected within 30 days	R135m	10.1	40
Occupancy percentage of rented properties	90%	10.1	40
Number of vacant sites earmarked for development	2	10.1	40
Number of Letters of Intent concluded to invest in the SEZ	5	10.1	43
Value of loans disbursed	R3.5m	10.1	45
Amount recovered from collections	R1m	10.1	45
Value of successful investment projects facilitated into the NWP	R200m	10.1	47
Number of trade and investment initiatives with local and district municipalities	4	10.1	47
Number of funded projects to be implemented	3	10.1	49

Areas reviewed/reduced (key performance indicator)	Target in the Corporate Plan	Section in the Corporate Plan	Page Number
Nett profit margin	2%	10.1	51
Percentage increase in revenue for the quarter measured against prior year same period	10%	10.1	51

B. Revised/Amended Corporate Plan 2020/2021

As a result of the pronouncement by the President on the National State of Disaster, there is a need for the North West Development Corporation SOC Ltd to amend/review their Corporate Plan 2020/2021 to reflect on programmes/projects/targets that will be implemented in response to the COVID-19 pandemic. The below table reflect the reviewed targets to be implemented:

The **grey** reflects the reduced targets and the **yellow** the added key performance indicator. The **blank** one remains the same. The key performance indicator highlighted in red reflects amendment to the indicator.

Key Performance Indicator in the Corporate Plan	Programmes/Interventions introduced to mitigate COVID-19	Reason for Amending Target/Indicator	Reviewed Target in the Corporate Plan	Section in the Corporate Plan	Page Number
Value of current rental collected	Rental relief was awarded to tenants that applied and qualified according to different lockdown levels and amendments to the Disaster Management Act. This translates into the rental amounts collected being reduced due to the businesses not being operational during lockdown.	The announcement of the lockdown affected businesses and/or tenants, of the NWDC, who were not classified as essential, requesting for rental holidays whereas some paid 50% and others abstained from payment for rental	R96m	10.1	40
Occupancy percentage of rented properties	Conversion of some of the properties from residential to student accommodation and disposal of non-performing assets to reduce the Gross Lettable Area to only include investment property that is lettable.		70%	10.1	40

Key Performance Indicator in the Corporate Plan	Programmes/Interventions introduced to mitigate COVID-19	Reason for Amending Target/Indicator	Reviewed Target in the Corporate Plan	Section in the Corporate Plan	Page Number
Number of vacant sites earmarked for development	Market research into viable sectors post COVID-19 and lockdown. Development will be aligned to those sectors. The pharmaceutical sector companies as well as the warehousing/logistics sector to support emerging new industries in support of COVID-19 response.	The property market was severely affected by the COVID-19 pandemic	0	10.1	40
Number of Letters of Intent concluded to invest in the SEZ	The investment climate is negative at the moment, many companies are reviewing their future plans with low growth prospects The PMU will scan the market to look at new markets and countries to secure new investments, starting with countries that were least affected by COVID-19	The continued difficult economic environment and inability to undertake planned interactive initiatives due to the constraints imposed by the COVID-19 lockdown	3	10.1	43
Value of loans disbursed	The NWDC established a Call Centre to service SMMEs in the North West Province with non-financial (CIPC Services) and financial business (Business finance) enquiries. Relief funds are available. The offerings are as follows: <ul style="list-style-type: none"> Formal Business Relief Fund (financial assistance = R1 000 (minimum) and R100 000 (maximum)) Informal Business Relief Fund (financial assistance offered is 	The announcement of the lockdown affected businesses and/or tenants, of the NWDC, who were not classified as essential. A number of SMMEs abstained from payment of monies owed to the NWDC for loans disbursed	R2.5m	10.1	45
Amount recovered from collections			R1m	10.1	45

Key Performance Indicator in the Corporate Plan	Programmes/Interventions introduced to mitigate COVID-19	Reason for Amending Target/Indicator	Reviewed Target in the Corporate Plan	Section in the Corporate Plan	Page Number
Value of COVID-19 Relief Fund disbursed	R1 000 (minimum) and R10 000 (maximum))	New indicator	R36m	New KPI to be added into the Corporate Plan	
Value of successful investment projects facilitated into the NWP	Under the COVID 19 many businesses have moved from seeking new investment to just trying to sustain operations and survive. It is therefore unlikely to secure the investment originally projected. NWDC together with DFIs present in the province have been holding webinars to assist them on available options. This will be done district by district. Where clients accede direct interactions which complies with social distance requirements are being done	The continued difficult economic environment and inability to undertake planned interactive initiatives due to the constraints imposed by the COVID-19 lockdown	R50m	10.1	47
Number of trade and investment initiatives with local and district municipalities	Electronic discussion are ongoing with counterparts in municipalities on how to effect initiatives under the new normal. For Dr Kenneth Kaunda District and LED forum has been formed on WhatsApp where both NWDC and DEDECT are part of	Target remained as is	4	10.1	47
Number of funded projects to be implemented	Due to COVID-19, it is recommend to reduce targets from three (3) to two (2) projects. For the existing projects the following steps will be followed: <ul style="list-style-type: none"> Evaluate the portfolio, Reprioritize projects, Mitigate the impact of slowed or deferred projects, and 	The targets are reduced due to changes in project priorities.	2	10.1	49

Key Performance Indicator in the Corporate Plan	Programmes/Interventions introduced to mitigate COVID-19	Reason for Amending Target/Indicator	Reviewed Target in the Corporate Plan	Section in the Corporate Plan	Page Number
	<ul style="list-style-type: none"> Remotely monitor and support the portfolio. <p>Also, project management procedures and policies will be revised to ensure compliance with the COVID-19 regulations.</p> <p>The targets are reduced due to changes in project priorities.</p>				
Nett profit margin	The resorts have entered into an agreement with DEDECT and Department of Health to provide beds for quarantine purposes however the negotiated rate is the same rate being paid to all facilities and therefore will not be in line with our standard rate	Targets remained as is	2%	10.1	51
Percentage increase in revenue for the quarter measured against prior year same period	The resorts have entered into an agreement with the DEDECT and Department of Health to provide beds for quarantine purposes however the negotiated rate is the same rate being paid to all facilities and therefore will not be in line with our standard rates however, if occupancy ranges above 80% we anticipate a growth of 7% on our revenue	Targets remained as is	10%	10.1	51

The following new key performance indicator to be added on pages 35 and 36:

Table 3: Risk Appetite for 2020/2021

KPIs	Annual Target 2020/2021	Negligible (1)	Significant (2)	Major (3)	Critical (4)	Catastrophic (5)
Value of COVID-19 Relief Fund disbursed	R36m	R5m	R6m-R10m	R11m-R15m	R16m-R19m	R20m and above

Table 4: Performance Management for 2020/2021

KPIs	Annual Target 2020/2021	Unacceptable Performance (1)	Not Fully Effective (2)	Fully Effective (3)	Significantly Above Expectations (4)	Exceptional Performance (5)
Value of COVID-19 Relief Fund disbursed	R36m	R5m-R15m	R16m-R30m	R36m	Not applicable	Not applicable

Table 5: Technical Descriptions for Key Performance Indicators

Key Performance Indicator	Objective	Drivers	Method of Calculation	Reporting Cycle	Calculation Type	Type of Indicator
Value of COVID-19 Relief Fund disbursed	To ensure allocation of funds to successful applicants	SMME Manager	Bank Statements (total value of loans disbursed)	Quarterly	Non-Cumulative	Output

The following technical description of Programme 2: Bojanala SEZ, on page 44, to be amended as follows:

Table 5: Technical Descriptions for Key Performance Indicators

Key Performance Indicator	Objective	Drivers	Method of Calculation	Reporting Cycle	Calculation Type	Type of Indicator
Number of Letters of Intent concluded to invest in the SEZ	To attract new investment into the Bojanala SEZ	SEZ Project Manager	Total number of Letters of Intent of investment committed into the SEZ	Annually	Cumulative	Output

The below information will replace information set out on pages 64 and 65 of the approved and submitted Corporate Plan 2020/2021.

13.5 Information of the Senior Executives of the North West Development Corporation

Table 1: Outline of Senior Executives

Name of Executive	Age	Position	Academic Qualifications	Areas of Expertise	Appointment date at NWDC
Mr T Phetla	51	Chief Executive Officer	University of the Western Cape – Bachelor of Administration (B. Admin.), University Of the Western Cape- Bachelor of Administration (Honours), Harvard University (USA) - Executive Education : Program for Management Development, Wits Business School – Certificate Programme in Business Project Management	Strategic Management, Development Finance and Human Resources	June 2017
Ms N Matlala	60	Company Secretary	CIS Professional Post-Graduate Qualification: Company Secretarial and Governance, Bachelor of Laws (LLB); B.Com Degree in Financial Management majoring in Business Management, Executive Leadership Municipal Development Programme, Certificate in Investment Analysis and Portfolio Management, Certificate in Business Management	Corporate Governance, Administration, Financial Management, Legal Studies, Business Management and Secretariat Services	18 May 2015
Ms H Hoogkamer		Acting Chief Risk Officer	MBA - University of Pretoria (GIBS) Majoring in Financial Management, Logistics and Statistics BSc Home Economics Ed – University of Pretoria Certificate Economic Indicators: Monitoring the South African Economy.	Research, Strategic Planning and Management, Financial Management, Investment Facilitation, Manufacturing, Innovation, Renewable Energy	1 April 2003
Ms M Matabane		Executive: Property Development & Management	Masters in Urban and Regional Planning(University of Free State) Honours in Bachelor of Science(University of the North)	Property Development and Management, Project Management	May 2019

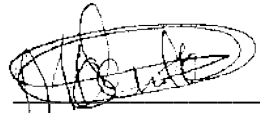
Name of Executive	Age	Position	Academic Qualifications	Areas of Expertise	Appointment date at NWDC
			Bachelor of Science(University of the North) Registered – Professional Planner with SACPLAN Completed- Construction and Management of Development Area for South Africa (Tianjin TEDA, China)		
Ms N Phamodi	43	Executive: SMME Development & Management	National Diploma in HRM B-Tech in HRM Financial Management & Cost and Accounting (University of Potchefstroom) Post Graduate Diploma in Financial Management	Strategic Management, Development Finance, Human Resources and Corporate Governance	July 2019

Approved by:



Mr R Malapane

Acting CEO



Ms MK Sentle

Chairperson of the Board