



**NORTH WEST DEVELOPMENT
CORPORATION**

REVISED CORPORATE PLAN

FOR

2024/25 – 2026/27

ACCOUNTING AUTHORITY STATEMENT

It is an honour as the Accounting Authority of the North West Development Corporation SOC Ltd (NWDC) to present this Corporate Plan for the 2024/2025 financial year and the medium-term period.

With the dawn of the 7th administration, it is our privilege and duty to align the Corporate Plan that is presented, to the priorities of the incoming administration.

At the joint sitting of the Houses of Parliament on 18 July 2024, President Cyril Ramaphosa delivered the Opening of Parliament Address (OPA) outlining three strategic priorities of the 7th Administration:

- Drive inclusive growth and job creation
- Reduce poverty and tackle the high cost of living; and
- Build a capable, ethical and developmental state.

In aligning the North West Province, Premier Lazarus Kagiso Mokgosi at the opening of the North West Provincial Legislature, remarked on 25 July 2024 that the province's vision for the North West is a place of abundant opportunity, inclusive and vibrant economy and sustainable growth. This must be supported by strong infrastructure to drive manufacturing and industrialisation. He further emphasized that the North West government will make resources available to ignite the potential of the people of the province to drive growth and the creation of jobs.

The above strategic direction is perfectly in line with the NWDC's mission to promote black economic empowerment, attract trade and investment, foster beneficiation in the province, develop small businesses, and position the province as a globally competitive rural region. The NWDC's commitment to the priorities is steadfast and unwavering.

The essence of our mandate is to promote economic growth that reaches communities at the grassroots level. This involves collaborating with large businesses, particularly in the mining sector, to ensure the beneficiation of products within the province while increasing our support for aspirant entrepreneurs with the potential to become significant participants in provincial priority sectors.

As we continue the journey of revitalising the NWDC, I am pleased to share insights into our strategic direction and priorities for the 2024/2025 financial year. Decisiveness in decision-making and laying the foundation for our turnaround strategy's first phase – getting the basics right – are pivotal elements. This involves initiatives to build a financially viable and sustainable corporation off the back of an improved audit outcome in the previous financial year. We aim to become a visible and credible entity, excelling in leadership and technologies to fulfil our mission.

In the preceding year, the NWDC Board spearheaded a comprehensive process for developing a five-year strategic plan. This plan is a reflection of our aspirations for sustainable and inclusive economic growth and transformation, creating wealth, and facilitating job creation where people in the province live. The NWDC is committed to playing a catalytic role in the economic development of the North West Province.

Our Corporate Plan 2024/2025 aligns with the requirements of the Public Finance Management Act, 1999 (PFMA) and the Guideline for Corporate Planning and Shareholder Compacts (National Treasury, 2002).

This plan revolves around fulfilling the NWDC's mission to promote economic growth and employment opportunities in the province. We will achieve this by coordinating economic development projects and infrastructure, attracting investment, facilitating trade, and creating expansion opportunities for businesses.

Additionally, we pledge support for the development, graduation, and competitiveness of small, medium, and micro enterprises (SMMEs) and cooperatives, while managing a viable and sustainable property portfolio. Strategic partnerships will be harnessed to ensure institutional sustainability and community benefits, with an elevated focus on driving beneficiation and manufacturing in the province in collaboration with the mining sector and other large businesses.

Our commitment extends to transforming into a commercially viable entity, generating sufficient revenue from operations, and investing activities for sustainability. The plan also focuses on strengthening internal controls, internal audit, enterprise risk management, information and communication technology (ICT) governance and digitalisation, and human capital management and development.

The enclosed plan outlines critical turnaround and business change interventions to sustain NWDC as a going concern. These include a systematic review of the operating model and organisational structure; developing a strategically aligned funding model; ringfencing budgets to the structure/funding model; reducing excessive debtors; building capacity in capital, revenue generation, and venture creation; and positioning NWDC as the fund manager for provincial development projects.

Our strategic initiatives include fostering partnerships and collaborations to maximise service delivery, aligning with both national and provincial development plans and strategies.

In the period of this plan, efforts will continue towards building a capable and ethical entity. This includes a focus on creating superior customer experiences, embracing good corporate citizenship, implementing a sustainable business model, and ensuring financially viable operations grounded in commercial principles, thereby securing the going concern status of the entity.

I extend my sincere gratitude to the NWDC's Shareholder for its unwavering support, and to the management team and all NWDC's employees for their commitment to building a high-performing organisation.

As we endorse this corporate plan, let us move forward with confidence, purpose, and determination, knowing that the NWDC is pivotal to driving sustainable economic growth and transforming the lives of the people of the North West during the seventh administration and beyond.



Mr MJ Nale
Accounting Authority



OFFICIAL SIGN-OFF

It is hereby certified that this Corporate Plan for 2024/2025:

- 1) Was developed by the management team of the North West Development Corporation SOC Ltd, under the guidance of the board of directors.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which North West Development Corporation SOC Ltd is responsible.
- 3) Accurately reflects the outputs and targets which North West Development Corporation SOC Ltd will endeavour to achieve over the 2024/2025 financial year.

Mr M Mahapa
Chief Financial Officer (Acting)

Date

APPROVED BY:

Mr M J Nale
Accounting Authority

Date

Mr R Mofokane
Acting HOD for Economic Development,
Environment, Conservation and Tourism
Executive Authority

Date

Ms B Lenkopane
MEC for Economic Development, Environment,
Conservation and Tourism
Executive Authority

Date

ABBREVIATIONS

AfCFTA	African Continental Free Trade Agreement
AGSA	Auditor-General of South Africa
B-BBEE	Broad-Based Black Economic Empowerment
CAPEX	Capital Expenditure
CEO	Chief Executive Officer
CFO	Chief Financial Officer
BRICS	Brazil, Russia, India, China, and South Africa
CAGR	Compound Annual Growth Rate
CBDC	Central Bank Digital Currency
CEO	Chief Executive Officer
CIPC	Companies and Intellectual Property Commission
CIS	Country Investment Strategy
COVID-19	Novel Coronavirus Disease 2019
DBSA	Development Bank of Southern Africa
DDI	Domestic Direct Investment
DEDECT	Department of Economic Development, Environment, Conservation and Tourism
DFI	Development Finance Institution
DPME	Department of Planning, Monitoring and Evaluation
dtic	Department of Trade, Industry and Competition
Exco	Executive Committee / Executive Council
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IMF	International Monetary Fund
ISA	Infrastructure South Africa
King IV	King Code on Corporate Governance in South Africa (2016)
MEC	Member of the Executive Council
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
MW	Megawatt
NDP	National Development Plan
NOI	New Output / Outcome Indicator
NWDC	North West Development Corporation SOC Ltd
OPEX	Operating Expenditure

PAAP	Post-Audit Action Plan
PDP	Provincial Development Plan
PESTEL	Political, Economic, Sociological, Technological, Environmental, and Legislative
PFMA	Public Finance Management Act
PPP	Public-Private Partnership
PWD(s)	Persons With Disability/ies
RDP	Reconstruction and Development Plan
SADC	Southern African Development Community
SARB	South African Reserve Bank
Seda	Small Enterprise Development Agency
SLA	Service Level Agreement
SEZ	Special Economic Zone
SEZ Act	Special Economic Zones Act (Act 16 of 2014)
SMME	Small, Medium, and Micro Enterprise
SOC	State-Owned Company
SONA	State of the Nation Address
SOPA	State of the Province Address

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1. OVERVIEW OF THE NORTH WEST DEVELOPMENT CORPORATION

The NWDC was established in 1999 through the North West Development Corporation Limited Act (No. 6 of 1995). The stated rationale for establishment of the NWDC is to “*plan, finance, coordinate, promote, and carry out the economic development of the North West Province and its people in the fields of industry, commerce, finance, mining, and other business, resulting in wealth and job creation.*”

The essence of the mandate is to promote Black economic empowerment; promote trade and investment in the province; strategically position the province into a globally competitive rural region; and facilitate partnerships and collaboration within, across, and outside of the province so as to maximise delivery options. This shall be done while taking cognisance of national and provincial development plans and strategies, as well as to progressively increase own revenue generation and collection, and the asset base of the agency.

1.1 LEGISLATION EMPOWERING THE NWDC TO PERFORM ITS FUNCTIONS

There are no updates to the legislative mandates reflected in the Strategic Plan, as follows:

Table 1: NWDC Legislative Mandates

<p>Constitutional Mandate</p>	<p>The Constitution of the Republic of South Africa, 1996, specifically:</p> <ul style="list-style-type: none"> ▪ Section 22 – Every citizen has the right to choose their trade, occupation, or profession freely and the practice of trade, occupation or profession may be regulated by law. ▪ Section 217 – When an organ of state contracts for goods and services, it must do so in accordance with a system which is fair, equitable, transparent, competitive, and cost effective. ▪ Chapter 3 pertains to Cooperative Government and assigns functions to the three spheres of government. Schedules 4 and 5 of Section 41(1) define the relationship and principles underlying cooperation between the various spheres of government. Economic development is an area of concurrent responsibility. ▪ In terms of Chapter 6, Section 125, the agency is mandated through the powers and responsibilities delegated by the Premier to the respective MEC. In the North West Province, this responsibility resides within the Economic Development, Environment, Conservation and Tourism portfolio.
<p>NWDC establishment / enabling legislation</p>	<ul style="list-style-type: none"> ▪ North West Development Corporation Act (No. 6 of 1995): <ul style="list-style-type: none"> - Section 2(c) describes the primary object of the corporation: to plan, finance, coordinate, promote, and carry out the economic development of the province and its people in the field of industry, commerce, finance, mining, and other business, resulting in wealth and job creation. - The NWDC is a juristic person with limited liability and perpetual succession. - The corporation is capable of suing and being sued, of purchasing or otherwise acquiring and holding and alienating movable and immovable property and acquiring real and other rights thereto or any interest therein, of entering into contracts and agreements and, generally, of doing and performing such other acts as bodies incorporated by law may do and perform, subject to provisions of the act.

	<ul style="list-style-type: none"> ▪ Public Finance Management Act (No. 1 of 1999, as amended): The entity is listed as a Schedule 3D Provincial Business Enterprise, accountable to the MEC and the Legislature. ▪ Companies Act (No. 71 of 2008), as amended: All prescripts and regulations arising from the PFMA are applicable to NWDC governance and operations. <ul style="list-style-type: none"> - The PFMA Schedule 3D listing confers on the NWDC a limited degree of autonomy, as well as the fiduciary and other responsibilities reflected in Section 9 of the Companies Act (No. 71 of 2008, as amended). - All prescripts and regulations arising from the PFMA are applicable to NWDC governance and operations. ▪ Special Economic Zones Act (No. 16 of 2014, as amended): Provides for the designation, operations, and management of special economic zones (SEZs) in the Republic. It further provides for the establishment of the SEZ Advisory Board; the establishment of a SEZ Fund; the regulation of application, issuing, suspension, withdrawal, and transfer of SEZ operator permits; and the functions of SEZ operators.
<p>Legislation governing the SMME and co-operatives sector development mandate</p>	<ul style="list-style-type: none"> ▪ Small Business Development Act (No. 102 of 1996), as amended by National Small Business Amendment Act (No. 26 of 2003) ▪ Co-operatives Act (No. 14 of 2005), as amended by Co-operatives Amendment Act (No.6 of 2013) ▪ Co-operatives Bank Act (No. 40 of 2007)
<p>Legislation governing the lending and financial intermediary mandate</p>	<ul style="list-style-type: none"> ▪ National Credit Act (No. 34 of 2005), as amended by National Credit Amendment Act (No. 19 of 2014) ▪ Financial Intelligence Centre Act (No. 38 of 2001), as amended by Financial Intelligence Centre Amendment Act (No. 1 of 2017) ▪ Consumer Protection Act (No. 68 of 2008) ▪ Prescription Act (No. 68 of 1969), as amended by Prescription Amendment Act (No. 11 of 1984) ▪ South African Revenue Services Act (No. 34 of 1997), as amended by South African Revenue Service Amendment Act (No. 46 of 2002)
<p>Legislation governing the property (and investment) management mandate</p>	<ul style="list-style-type: none"> ▪ Property Practitioners Act (No. 21 of 2018) ▪ Government Immovable Asset Management Act (No. 19 of 2007) ▪ Occupational Health and Safety Act (No. 85 of 1993), as amended by Occupational Health and Safety Amendment Act (181 of 1993) ▪ Land Administration Act (No. 2 of 1995), as amended by the Land Administration Amendment Act (No. 52 of 1996) ▪ Communal Property Associations Act (No. 28 of 1996) ▪ Rental Housing Act (No. 50 of 1999), as amended by the Rental Housing Amendment Act (No. 35 of 2014) ▪ Extension of Security of Tenure Act (No. 62 of 1997), as amended by Extension of Security of Tenure Amendment Act (No. 2 of 2018) ▪ Prevention of Illegal Eviction and Unlawful Occupation of Land Act (No. 19 of 1998) ▪ Municipal Property Rates Act (No 6 of 2004) as amended by Local Government: Municipal Property Rates Amendment Act (No. 29 of 2014)

	<ul style="list-style-type: none"> ▪ Local Government Municipal Property Rates Act (No. 6 of 2004), as amended by Local Government Municipal Property Rates Amendment Act (No. 29 of 2014) ▪ Tourism Act (No. 72 of 1993) as amended by Tourism Amendment Act (No. 105 of 1996), Tourism Amendment Act (No. 8 of 2000) and Tourism Second Amendment Act (No. 70 of 2000) ▪ National Environmental Management Act (No. 107 of 1998), as amended
<p>Legislation governing the construction/ infrastructure delivery mandate</p>	<ul style="list-style-type: none"> ▪ National Building Regulations and Building Standards Act (No. 103 of 1977), as amended by National Building Regulations and Building Standards Amendment Act (No. 62 of 1989) ▪ Infrastructure Development Act (No. 23 of 2014) ▪ Spatial Planning and Land Use Management Act (No. 16 of 2013) ▪ National Environmental Management Act (No. 107 of 1998), as amended by National Environmental Management Amendment Act (No. 56 of 2002) ▪ Physical Planning Act (No. 125 of 1991), as amended by Physical Planning Amendment Act (No. 2 of 2020) ▪ Construction Industry Development Board Act (No. 38 of 2000,) as amended by Construction Industry Development Board Amendment Act (No. 12 of 2021) ▪ Land Survey Act (No. 8 of 1997)
<p>Legislation and regulations pertaining to the NWDC governance environment and institutional arrangements</p>	<ul style="list-style-type: none"> ▪ Intergovernmental Relations Framework Act (No. 13 of 2005) ▪ Income Tax Act (No. 58 of 1962), as amended by Income Tax Amendment Act (No. 90 of 1962) ▪ Basic Conditions of Employment Act (No. 75 of 1997), as amended by Basic Conditions of Employment Amendment Act (No.7 of 2018) ▪ Labour Relations Act (No. 66 of 1995), as amended by Labour Relations Amendment Act (No. 8 of 2018) ▪ Employment Equity Act (No. 55 of 1998), as amended by Employment Equity Amendment Act (No. 47 of 2013) ▪ Skills Development Act (No. 97 of 1998), as amended by Skills Development Amendment Act (No. 26 of 2011) ▪ Promotion of Access to Information Act (No. 2 of 2000), as amended by Promotion of Access to Information Amendment Act (No. 31 of 2019) ▪ Electronic Communications and Transactions Act (No. 25 of 2002), as amended by Electronic Communications Amendment Act (No. 1 of 2014) ▪ Broad-Based Black Economic Empowerment Act (No. 53 of 2003), as amended by Broad-Based Black Economic Empowerment Amendment Act (No. 46 of 2013) ▪ Preferential Procurement Policy Framework Act (No. 5 of 2000), and Preferential Procurement Regulations, 2017 ▪ Protection of Personal Information Act, 2013 Act (No. 4 of 2013), as amended by Promotion of Access to Information Amendment Act (No. 31 of 2019) ▪ National Archives and Records Services of South Africa Act (No. 43 of 1996) ▪ Prevention and Combating of Corrupt Activities Act (No. 12 of 2004) ▪ Promotion of Administrative Justice Act (No. 3 of 2000), as amended by Promotion of Administrative Justice Amendment Act (No. 53 of 2002) ▪ Promotion of Equality and Prevention of Unfair Discrimination Act (No. 4 of 2000)

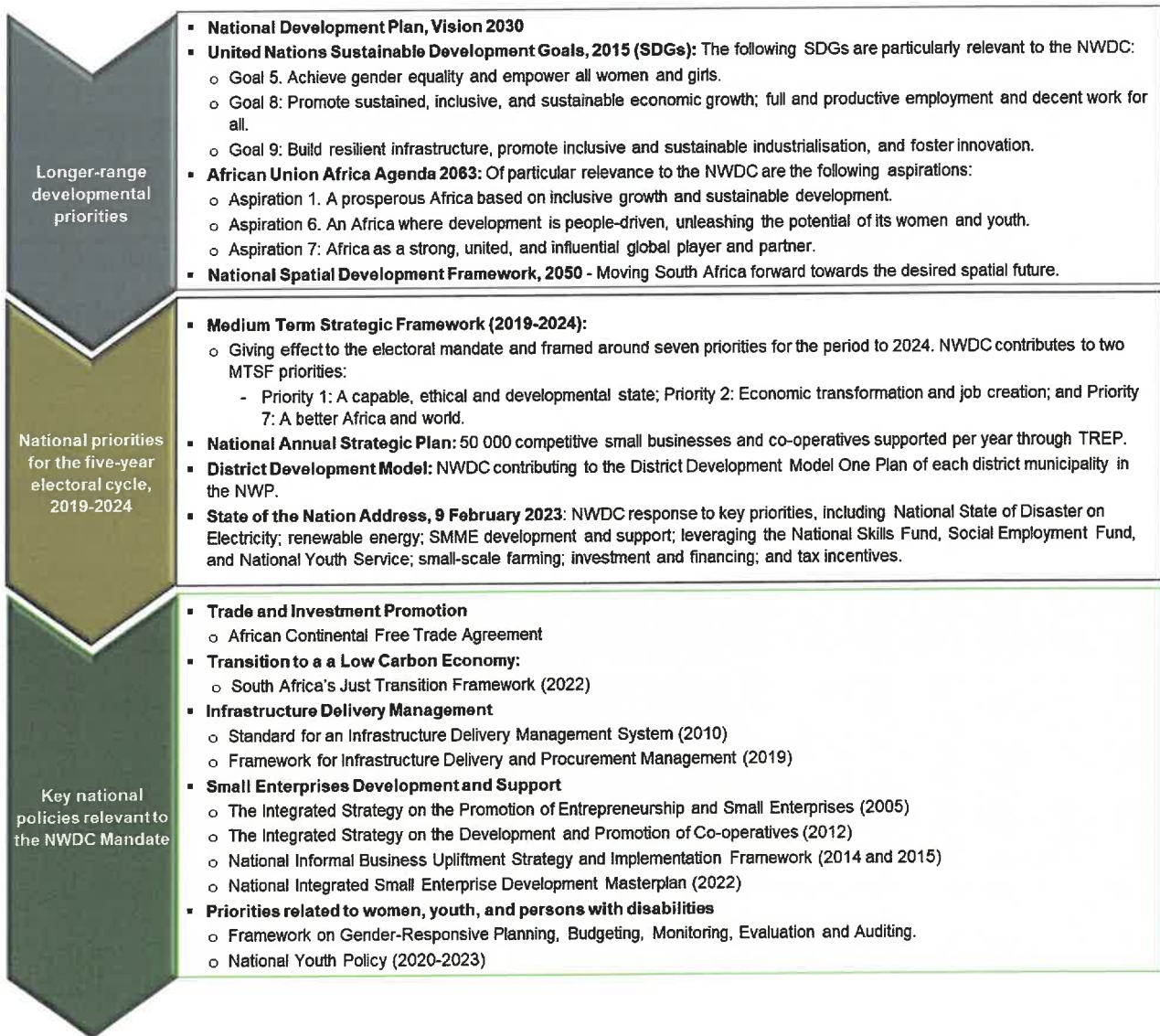
While key areas of compliance are derived from the above acts, it is recognised that NWDC is subject to and must comply with all national and provincial legislation and regulations and all municipal bylaws applicable to its functions or the areas in which it operates. Ongoing legal compliance and monitoring shall consider all legislative prescripts contained in the Legislative Prescripts Framework.

1.2 UPDATED POLICY MANDATES

1.2.1 INTERNATIONAL AND NATIONAL POLICY CONTEXT

The policy mandates reflected in the Strategic Plan remain relevant:

Figure 1: NWDC International and National Policy Context



1.2.2 PROVINCIAL POLICY CONTEXT

Table 2: NWDC Policy Mandates

<p>North West Vision 2030 – Provincial Development Plan, 2013 (PDP)</p>	<p>The PDP, Vision 2030 is aligned to the National Development Plan (NDP) through the following provincial priority areas:</p> <ol style="list-style-type: none"> 1) Economy and employment 2) Economic infrastructure 3) An integrated and inclusive rural economy 4) Human settlement and spatial transformation 5) Improving education, training, and innovation 6) Building a capable and developmental state 7) Fighting corruption 8) Transforming society and uniting the province
<p>DEDECT Strategic Plan (2020-2025) (NWDC linkages)</p>	<p>In support of the DEDECT impact statement of “<i>an inclusive, thriving economy and sustainable environment,</i>” the NWDC is tasked to drive inclusive growth and transformation in the province in line with provincial priorities through:</p> <ol style="list-style-type: none"> 1) Industrial development interventions 2) Property development and management 3) Funding facilitation for SMMEs to create sustainable enterprises; and 4) Trade and investment promotion and attraction <p>Specific NWDC deliverables are:</p> <ol style="list-style-type: none"> 1) Increased inclusive economic growth and transformation of the North West Province 2) Increased competitiveness of the provincial economy; and 3) Increased enabling environment for business enterprises to thrive
<p>Other key provincial policies and strategies</p>	<ul style="list-style-type: none"> ▪ North West Entrepreneurial Development and Sustainable Resources Strategy ▪ North West Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises <p>DEDECT highlights the need for certain provincial policy frameworks and strategies to be developed, which are underway:</p> <ul style="list-style-type: none"> ▪ Provincial Industrial Development Strategy ▪ Provincial Economic Development Strategy ▪ Provincial Tourism Sector Strategy ▪ Provincial Export Strategy <p>The following strategies are being reviewed and updated:</p> <ul style="list-style-type: none"> ▪ Provincial Manufacturing Strategy ▪ Provincial Renewable Energy Strategy

1.3 STAKEHOLDERS THAT THE NWDC IS SERVING

Table 3: Stakeholder Needs Assessment

NAME OF STAKEHOLDER	SHORT DESCRIPTION OF PERCEIVED OR REAL STAKEHOLDER NEEDS
External Stakeholder Groups	
Provincial and national government departments	<ul style="list-style-type: none"> ▪ NWDC compliance to policy, legislative mandates, and roadmaps; Feedback on execution of the above, where applicable. ▪ Identify opportunities to access other funding streams/grant options. ▪ Explore opportunities for co-funding/joint project packaging or syndication. ▪ Explore top-up funding opportunities. ▪ Collaborate – avoid silo mentality.
Local municipalities	<ul style="list-style-type: none"> ▪ Need to strengthen strategic relations in areas where NWDC is invested. ▪ Strengthen collaboration with local development agencies. ▪ Ensure alignment with spatial development planning. ▪ Observe municipal standards and bylaws. ▪ Meaningful participation in relevant fora. ▪ Participate in broader planning structures and champion the NWDC mandate.
Broad public of the North West Province	<ul style="list-style-type: none"> ▪ Awareness of and accessibility to the service offerings of the NWDC. ▪ Need to ensure mechanisms for continuous engagement.
Communities in which projects are located	<ul style="list-style-type: none"> ▪ Have lots of expectations (e.g., around employment) – need to ensure mechanisms for continuous engagement.
NWDC clients: (Tenants, SMMEs, co-operatives, investors, and requestors of information)	<ul style="list-style-type: none"> ▪ Efficient and professional service from the NWDC. ▪ Strengthened collaboration with the private sector. ▪ Strengthened mechanisms for client feedback.
NWDC Suppliers and professional service providers	<ul style="list-style-type: none"> ▪ Professional and ethical business conduct: efficient supply chain processes – fair, transparent, and effective. ▪ Right to be paid within a reasonable time frame for services/goods rendered. ▪ Focus on regional supplier/contractor development. ▪ Strengthen enterprise development focus and support.
Other DFIs	<ul style="list-style-type: none"> ▪ Explore opportunities for co-funding/joint project packaging or syndication. ▪ Explore top-up funding opportunities.
Industry associations	<ul style="list-style-type: none"> ▪ Tap into their knowledge to strengthen NWDC's offering.
North West University: (and similar niche institutions)	<ul style="list-style-type: none"> ▪ Reciprocal relationship of cooperation on matters of mutual interest and mutual mandates, such as trade, innovation, enhancing content, and research.

NAME OF STAKEHOLDER	SHORT DESCRIPTION OF PERCEIVED OR REAL STAKEHOLDER NEEDS
Media	<ul style="list-style-type: none"> ▪ Right to be informed of key news events and matters of public interest pertaining to the NWDC’s execution of its mandate
Internal Stakeholder Groups	
Shareholder	<ul style="list-style-type: none"> ▪ Practically deliver on developmental mandate. ▪ Demonstrate collaboration and support for objectives of sister agencies. ▪ Strengthen engagement with DEDECT working groups - engage in a way that supports them to deliver on initiatives (act as implementing agent – what objectives can NWDC assist with?) ▪ Ensure sound and defensible financial and performance reporting. ▪ Ensure sound corporate governance. ▪ Ensure solid return on investment.
NWDC Staff: <i>(Includes trade union representatives)</i>	<ul style="list-style-type: none"> ▪ Right to be informed and listened to pertaining to all topics relevant and pertinent to the effective execution of their duties. ▪ Need to feel respected and valued. ▪ Provide opportunities for growth and development. ▪ Ensure policies are consulted on – ensure buy-in and support. ▪ Nurture a culture of recognition, communication, and transparency. ▪ Involvement and consultation on all matters affecting labour. ▪ Implement and monitor the ‘living’ of the corporate values.
NWDC subsidiaries	<ul style="list-style-type: none"> ▪ Strengthen oversight, alignment, and relationships for good of the group.

A comprehensive stakeholder management and partnering strategy, aligned to this five-year strategic plan, must be implemented, to aid the NWDC in dealing with the stakeholder expectations and requirements highlighted above.

2. THE PURPOSE OF THE NWDC

The purpose of the NWDC is defined within the North West Development Corporation Limited Act and remains consistent with the original proclamation. Considering that the context has changed since the promulgation of the act, and to provide additional focus, the following has been defined:

The NWDC’s **strategic thrust** is to drive an inclusive strategy towards economic growth and transformation in the Province in line with the Provincial priorities.

The NWDC’s **purpose** is therefore to contribute towards the growth and transformation of the economy by positioning the North West Province as a competitor in the SADC Region, Africa, and the globe in investment attraction

The NWDC **aims** to demonstrate its leadership by implementing key programmes and providing support for the development of key sectors of the economy in line with the conventional economic and industrial

policies of the Province. Key to this aim is the growth of the cooperatives' economy, trade and investment facilitation and increased strategic economic infrastructure. The NWDC undertakes to support key provincial strategies in a manner that ensures successful implementation of those strategies.

In alignment with the provincial strategy, the NWDC's strategic interventions focus on high-impact programmes for:

- Education
- Environmental sustainability
- Skills improvement and development
- Infrastructure development
- Sustainable employment creation
- Resource efficiency
- Enterprise and supplier development
- Trade and investment facilitation
- Innovation promotion and support
- Global competitiveness / reducing the cost of doing business

3. VISION

To be the cornerstone of promoting trade, attracting investment, and ensuring sustainable inclusive economic growth and transformation in the North West Province.

4. MISSION

To create wealth and facilitate job creation where people in the province live, by:

- Coordinating efforts in the planning and execution of economic development projects and infrastructure.
- Attracting investment and facilitating trade and expansion opportunities for enterprises in the North West Province.
- Supporting the development, sustainability, and competitiveness of SMMEs and Cooperatives.
- Developing and managing a viable and sustainable property portfolio.
- Leveraging and mobilising resources through strategic partnerships for institutional sustainability and the benefit of local communities.

5. SCANNING THE ENVIRONMENT AND BUILDING COMPETENCIES

5.1 THE NORTH WEST PROVINCE SOCIO ECONOMIC CONTEXT

- The North West province is a landlocked region in the north of South Africa, covering approximately 104,882 square kilometres, or 8.6% of total national area. It is bordered by Botswana to the north and the Northern Cape province to the west. The capital of the province is Mmabatho. 4.1 million people call the province home, or just 6.9% of the country's total population. A high concentration of the province's people lives and work in the Bojanala Platinum District Municipality due to mining operations.

- North West is known for its diverse landscape, which includes the Kalahari Desert, the Magaliesberg mountain range, and the Hartbeespoort Dam. The province is also home to a number of national parks, including the Madikwe Game Reserve and the Pilanesberg National Park, which are popular tourist destinations. The negative impact of COVID-19 and the resulting lockdowns are clearly visible when comparing the tourism statistics from 2019 and 2020.
- Average household and per capita income in the province are below the national average, and the unemployment rate is higher than average. Although it has the largest land area, Dr Ruth Segomotsi Mompati is the poorest and least populated district municipality in the province with the highest levels of poverty. Bojanala Platinum District Municipality contributes 43.3% of the province's total Gross Value Add (GVA), underscoring the outsized role of mining in the province's economy. A number of platinum and chrome mines are located in the region.
- Agriculture is also an important sector, with the province producing a variety of crops, most important being white maize and sunflowers. Fertile mixed-crop farming land is found in the regions around Brits and Rustenburg. Marico and Vryburg are home to some of the largest cattle herds in the world.
- The North West economy is the second most concentrated provincial economy after the Eastern Cape and, due to the dominance of mining, the Bojanala district has the most concentrated economy in the province. The North West's reliance on the mining sector means more erratic growth when compared to other provinces, because fortunes are so closely tied to commodity prices.
- The provincial economy is structurally imbalanced. Mining means the primary sector is robust, although agricultural output could be improved. The government is the second largest employer in the province, which contributes significantly to the tertiary sector (a significant contribution from government services to GVA is not considered a positive and indicates a level of reliance on public investment and services). The secondary sector, however, has not been growing and needs expansion.
- Both the province and the country as a whole have seen a decline in the manufacturing, utilities, construction, wholesale and retail trade, and transport sectors, and an increase in the shares of agriculture, finance, and community services. Mining is where the North West province deviates from the rest of the country. Where other provinces experienced a decline in the sector, North West has seen a significant expansion.

5.2 UPDATED PESTEL ANALYSIS

The North West Province's growth is shaped by a complex interplay of political factors at the global, continental, national, and provincial levels. These factors impact its economic and social prospects in various ways:

5.2.1 POLITICAL ENVIRONMENT

Global Factors

- **Geopolitical Instability:** Global conflicts, such as the ongoing Russia-Ukraine war, have led to disruptions in global supply chains, increased energy costs, and inflationary pressures that impact South Africa, including the North West Province. These factors can reduce investor confidence and limit economic growth. Instabilities in key trading nations, such as tensions between the U.S. and China or the effects of Brexit, impact the province by affecting global commodity prices, especially for minerals like platinum, which are vital to the local economy.

- **International Trade Relations:** The province's economic growth is tied to global trade agreements and relations, which offers opportunities for the province's exports but also exposes local industries to stiff international competition. South Africa's participation in BRICS (Brazil, Russia, India, China, and South Africa) presents opportunities for foreign investment, particularly from emerging economies. However, trade tensions and protectionist policies in major economies can negatively impact export-driven sectors.
- **Global Environmental Policies:** International sustainability commitments like the Paris Climate Accord require compliance with environmental standards, affecting the province's mining sector but also offering opportunities for green investments.

Continental Factors

- **Regional Integration:** South Africa's leadership role in the African Continental Free Trade Area (AfCFTA) could benefit the North West Province by enhancing trade opportunities with other African nations, but it also demands improvements in competitiveness and infrastructure to capitalize on these opportunities. However, political instability in neighbouring countries and regional conflicts may pose challenges to realizing these benefits.
- **BRICS Summit Outcomes:** The recent BRICS Summit highlighted the need for collaboration in addressing challenges such as energy security, which is critical for the North West Province. The summit's decisions could influence provincial strategies to attract investment and address infrastructure challenges.

National Factors

- **National Governance and Policy Stability:** National political stability is crucial, with frequent leadership changes, policy uncertainties, and corruption issues negatively impacting investor confidence and economic growth.
- **Land Reform Policies:** Uncertainty surrounding land expropriation without compensation could hinder investment in agriculture, which is a key sector for the province.
- **Economic Reforms:** National economic reforms, including those in energy, transportation, and logistics, are crucial for addressing the province's challenges, such as unemployment and infrastructure deficits. However, slow implementation of these reforms, coupled with high public debt and service costs, constrains the province's economic growth.

Provincial Factors

- **Provincial Government Initiatives:** The North West Provincial Executive Council is actively seeking solutions to combat the province's high unemployment rate, which stands at 53%. This includes engaging with potential investors and aligning with national and global strategies to attract investment.
- **Public Sector Challenges:** Corruption and inefficiencies within the provincial government and state-owned enterprises (SOEs) have historically hindered economic progress. Efforts to professionalize public administration and improve governance are ongoing, but the impact of these measures will take time to materialize.
- **Local Government Capacity:** Weak local governance, marked by mismanagement and lack of accountability, hampers infrastructure maintenance and service delivery, negatively affecting businesses and investments.

- **Public Participation and Community Protests:** Frequent protests due to dissatisfaction with service delivery disrupt business activities and further strain relations between the government and the public.

Political factors across all levels significantly influence the North West Province's growth. While there are opportunities from international and continental initiatives, challenges such as instability, policy uncertainty, and governance issues must be addressed through effective governance, transparency, and community engagement to unlock the province's full potential.

5.2.2 ECONOMIC ENVIRONMENT

Global Factors

- **Commodity Price Fluctuations:** The North West Province's economy is heavily reliant on mining, especially platinum. Global demand and prices for these minerals are influenced by geopolitical events, economic slowdowns, and trade tensions, such as those between the U.S. and China. This volatility affects the province's export revenues and overall economic stability.
- **Global Trade Dynamics:** International trade agreements, such as those under the World Trade Organization (WTO) and the African Growth and Opportunity Act (AGOA), impact the province by opening markets for local products but also exposing them to international competition. The province's businesses must adapt to these dynamics to remain competitive.

Continental Factors

- **African Continental Free Trade Area (AfCFTA):** The implementation of AfCFTA presents both opportunities and challenges for the North West Province. It could enhance trade within Africa, but the province needs to improve its infrastructure and competitiveness to fully benefit from this expanded market.
- **Regional Economic Integration:** The province's proximity to Botswana and its strategic location within the Southern African Development Community (SADC) make it a critical player in regional trade. Infrastructure improvements, such as those related to the N4 highway, enhance its position as a trade hub within the SADC region.

National Factors

- **Load Shedding and Energy Reforms:** Persistent power outages (load shedding) have severely impacted businesses in the North West Province. The national government's energy reforms, including the unbundling of Eskom and the promotion of private investment in the energy sector, are crucial for stabilizing energy supply and supporting economic growth in the province.
- **Infrastructure Development:** National initiatives like Operation Vulindlela, which focuses on accelerating reforms in electricity, transport, and logistics, are vital for addressing supply-side constraints. Effective implementation of these plans is essential for improving the economic outlook of the province.
- **Public-Private Partnerships:** The national emphasis on public-private partnerships (PPPs) in infrastructure projects offers opportunities for the province to attract investment, improve infrastructure, and enhance service delivery.

Provincial Factors

- **Agricultural Potential:** The North West Province has significant agricultural potential, particularly in the production of crops like maize and sunflower. However, challenges such as water scarcity and land reform uncertainties can hinder growth in this sector. Enhancing water infrastructure and providing clarity on land policies are crucial for the agricultural sector's expansion.
- **Tourism and Investment Promotion:** The province's natural beauty and cultural heritage present opportunities for tourism development. The North West Development Corporation (NWDC) plays a key role in promoting the province as an investment destination, facilitating trade, and supporting local businesses. Initiatives like the Bojanala Special Economic Zone (SEZ) are designed to attract investment and create jobs, further driving economic growth.

Overall, the economic growth of the North West Province is influenced by a combination of factors, including commodity prices, energy supply, infrastructure development, and regional trade dynamics. Addressing these factors through strategic investments and effective governance is critical for unlocking the province's economic potential.

5.2.3 SOCIAL ENVIRONMENT

Global Factors

- Global trends in migration, education, and health directly affect the North West Province. For instance, global migration patterns, driven by factors such as economic opportunities and political instability, contribute to the province's demographic shifts. The influx of immigrants can lead to increased pressure on local resources and services, particularly in education and healthcare. Additionally, global advancements in education and technology influence the province's labour market by determining the skills in demand, thus impacting employment rates and economic growth.

Continental Factors

- At the continental level, initiatives like the African Union's Agenda 2063, which focuses on improving education, healthcare, and gender equality across Africa, play a role in shaping social policies within the North West Province. The implementation of these policies can lead to improved social conditions, such as better healthcare services and more equitable access to education. However, challenges like regional disparities and social unrest in neighbouring countries can have spillover effects, such as increased migration and competition for resources, which can strain the province's social infrastructure.

National Factors

- Nationally, social policies related to education, healthcare, and housing are critical for the North West Province. The South African government's commitment to improving access to quality education and healthcare, as outlined in the National Development Plan (NDP) 2030, directly impacts the social development of the province. However, issues such as inequality, poverty, and unemployment remain significant challenges. Social unrest, often driven by dissatisfaction with service delivery and economic disparities, is a common occurrence in the province, disrupting social cohesion and stability.

Provincial Factors

- Within the North West Province itself, social factors such as poverty, unemployment, and education levels are central to its development prospects. The province has high levels of poverty and unemployment, particularly among the youth, which contribute to social instability and hinder economic growth.
- Currently, 52% of the population lives below the poverty line, severely limiting domestic consumption and hindering local market growth (Wikipedia, 2023).
- Furthermore, 30% of schools in the province lack basic facilities, adversely affecting educational outcomes and the future productivity of the workforce (SpringerLink, 2023). Additionally, the quality of education and healthcare services varies across the province, with rural areas often being underserved.
- Social issues like crime, substance abuse, and domestic violence further exacerbate the challenges facing the province.

Efforts to address these social factors are crucial for the North West Province's growth. Investments in education, healthcare, and social services, as well as initiatives to reduce poverty and inequality, are necessary to improve the quality of life for residents and to create a stable environment for economic development.

5.2.4 TECHNOLOGICAL ENVIRONMENT

Global Trends

- Rapid advancements in technology, such as the rise of automation, artificial intelligence (AI), and digitalization, are reshaping industries and economies. The North West Province must adapt to these changes to remain competitive. The mining sector, a significant contributor to the provincial economy, is being transformed by automation and AI, which can enhance productivity but may also lead to job losses if the workforce is not adequately reskilled.
- Moreover, the global shift towards green technology and renewable energy is influencing the province's industrial activities. The international pressure to reduce carbon emissions could drive innovation in the province, but it also necessitates substantial changes in energy production and consumption patterns, which could be challenging for local industries to adapt to.

Continental Initiatives

- On the African continent, technological innovation is increasingly being recognized as a driver for development. The African Union's Agenda 2063 emphasizes the importance of technological advancement in achieving sustainable development goals. The North West Province can benefit from continental initiatives such as the African Continental Free Trade Area (AfCFTA), which encourages digital trade and the integration of technological systems across borders. However, to fully capitalize on these opportunities, the province needs to improve its technological infrastructure and digital skills base.

National Policies

- South Africa's National Development Plan (NDP) 2030 highlights the need for a knowledge-based economy driven by innovation and technology. The North West Province must align with national strategies that promote digital transformation, such as the Presidential Commission on the Fourth Industrial Revolution (4IR), which seeks to position South Africa as a leader in the digital age.

The adoption of 4IR technologies could help the province diversify its economy, particularly in sectors like agriculture and manufacturing.

Provincial Challenges

- Within the North West Province, the adoption of technology is uneven, with urban areas like Rustenburg benefiting more from technological advancements compared to rural areas. Projects such as the Rustenburg Rapid Transport system, which integrates intelligent transport solutions, highlight the potential of technology to improve infrastructure and service delivery in the province. However, challenges such as limited broadband access and inadequate digital literacy in rural areas hinder the widespread adoption of technology. Addressing these challenges is crucial for ensuring that the entire province benefits from technological advancements.
- While there are significant opportunities for leveraging technological trends, the province must address local challenges, such as infrastructure deficits and skill gaps, to fully realize these benefits.
- Strategic investments in technology and digital skills development will be essential for the province to achieve sustainable economic growth in the digital era.

5.2.5 ENVIRONMENTAL ENVIRONMENT

Global Factors

- Climate change poses a critical challenge to the North West Province. The region, along with the rest of South Africa, is experiencing temperature increases that are faster than the global average, resulting in more frequent and severe climate extremes such as heatwaves and droughts. These conditions are particularly detrimental to the province's agricultural sector, which relies heavily on stable weather patterns. Furthermore, the international push for sustainability, as highlighted by the Paris Climate Accord, requires local industries to adopt greener practices. While this transition may incur significant costs, it also presents opportunities for attracting green investments (Zhou, 2024).

Continental Factors

- On the African continent, the African Union's Agenda 2063 emphasizes sustainable development, aligning with the environmental needs of the North West Province. However, the province also faces challenges shared with neighbouring countries, such as desertification and water scarcity, exacerbated by climate change. Regional cooperation through agreements like those under the Southern African Development Community (SADC) is essential for managing these cross-border environmental issues, including water resource management and air pollution (African Union, 2024).

National Factors

- Nationally, South Africa's environmental policies directly impact the North West Province. The National Climate Change Response Plan outlines strategies to mitigate and adapt to climate change, focusing on managing the impacts of extreme weather events. Predictions indicate that the province will increasingly face severe heatwaves and droughts, threatening water resources and agricultural productivity. Additionally, the national agenda to transition to a low-carbon economy presents challenges, especially for the province's mining sector, but also offers opportunities for green growth (South African Government, 2024).

Provincial Factors

- At the provincial level, environmental challenges are pressing. The North West Province faces declining water levels due to prolonged low rainfall and rising temperatures, straining water infrastructure and agriculture. Bush encroachment, driven by climate change and inadequate land management, further reduces grazing land, affecting livestock farming. In 2020, water scarcity affected 20% of rural areas, underscoring the urgent need for sustainable water management practices (South African Weather Service, 2020).
- The province's agricultural productivity is also threatened by climate change impacts, including droughts and extreme weather events, which led to a 30% decline in maize production in 2020 (World Bank, 2021).
- The provincial government's capacity to effectively address these environmental issues is often limited by resource constraints and governance challenges at the local level (South African Weather Service, 2024).

5.2.6 LEGAL ENVIRONMENT

Global Factors

- South Africa's adherence to international legal standards, particularly in areas like trade, environmental protection, and human rights, has implications for the North West Province. For instance, South Africa is a signatory to numerous international trade agreements under the World Trade Organization (WTO). These agreements establish rules that govern trade and investment, influencing the province's ability to attract foreign investments and participate in global markets. Compliance with international environmental agreements, such as the Paris Climate Accord, also imposes legal obligations on industries in the North West Province to reduce their carbon footprint, impacting sectors like mining and agriculture (World Trade Organization, 2024).

Continental Factors

- Legal frameworks established by the African Union (AU) and the Southern African Development Community (SADC) play a crucial role. The African Continental Free Trade Area (AfCFTA) agreement, for instance, aims to create a single continental market for goods and services, with free movement of business persons and investments. For the North West Province, this could mean greater access to African markets, but it also requires compliance with continental trade laws and standards, which can be challenging for local businesses. Additionally, continental environmental laws and regulations, such as those pertaining to transboundary water resources, are critical for managing shared resources like the Limpopo River, which affects the province's water security (African Union, 2024).

National Factors

- South Africa's legal framework profoundly impacts the North West Province. Key areas include labour laws, land reform policies, and environmental regulations. The country's labour laws, governed by acts such as the Basic Conditions of Employment Act and the Labour Relations Act, establish the legal framework for employment, wages, and working conditions, which directly affect the province's labour-intensive industries. Land reform, particularly the ongoing debates around land expropriation without compensation, poses significant legal challenges and uncertainties for the agricultural sector in the North West Province. Environmental laws, such as the National Environmental Management Act, also impose strict regulations on industries, particularly mining, which is a major economic driver in the province (South African Government, 2024).







Provincial Factors

- Provincially, the North West Province operates within the broader national legal framework but also has specific legal considerations that affect its growth. Bureaucratic red tape and inconsistency in policy implementation can create significant challenges for businesses. Local government legislation, such as the Municipal Finance Management Act, governs the financial management and procurement processes of municipalities, which are crucial for infrastructure development and service delivery. Legal challenges, such as those related to governance and corruption within local municipalities, can hinder the province's economic growth by delaying projects and eroding investor confidence. Moreover, provincial regulations and by-laws specific to the North West Province, particularly those related to land use and environmental management, also play a crucial role in shaping the region's growth prospects (North West Provincial Government, 2024).

5.3 RESPONSE TO THE PESTEL ANALYSIS

Considering the opportunities and threats related to the external environment analysis discussed above, the table below summarises the NWDC's response and key planning considerations. The PESTEL response is reflected under the broad theme of *"Sustainability for improved livelihoods of people in the North West, where they live"*.



Figure 4: PESTEL Analysis – Planning Response and Considerations

					
POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
“SUSTAINABILITY FOR IMPROVED LIVELIHOODS OF PEOPLE IN THE NORTH WEST, WHERE THEY LIVE”					
<ul style="list-style-type: none"> - Foster increased buy-in and support for NWDC in terms of mandate and increased relevance as pivot in the province's developmental agenda - Ensure alignment between political and organisational priorities - Reduce the reliance on grant funding and build self-sustaining revenue streams - Strengthen NWDC's brand visibility and credibility as a well-governed and capable development agency - Collaborate with development agencies to collectively address political and policy challenges 	<ul style="list-style-type: none"> - Use of research and market intelligence as a planning and risk management tool - Collaborate with the department and other entities to drive investment in provincial priority sectors - Focus on entrepreneurship development and support for SMMEs to graduate along the business growth curve - Serve as a one-stop-shop investment promotion agency - Secure and leverage strategic partnerships - Collaborate with big business on their ESD 	<ul style="list-style-type: none"> - Foster strong ties with local communities and stakeholders - Implement skills and business development programmes focused on women, youth, and persons with disabilities - Social facilitation to manage the risk of project disruptions and hijacking of properties 	<ul style="list-style-type: none"> - Implement ICT governance framework (including cybersecurity) - Invest in technology / digital transformation - Modernise NWDC as an attractive employer for technology-savvy young people - Explore Fourth Industrial Revolution and artificial intelligence technologies to improve efficiencies - Implement technologies to improve revenue generation at properties - Explore opportunities to offer ICT/digitalisation services to NWDC departments and entities 	<ul style="list-style-type: none"> - Elevate the focus on responsible stewardship of the NWDC's property assets - Facilitate investments into Bojanala SEZ, green technologies, and renewable energy - Ensure compliance with environmental regulations - Implement green building standards and environmentally sustainable infrastructure - Invest in renewable energy sources, water conservation measures, and waste management programmes 	<ul style="list-style-type: none"> - Ensure strict compliance with applicable laws and regulation - Implement robust contract management practices - Uphold high standards of ethical conduct and corporate governance - Ensure effective management of strategic and operational risks - Implement fraud prevention and anti-corruption measures

5.4 UPDATED SWOT ANALYSIS

The purpose of a SWOT analysis is to determine an organisation’s or project’s Strengths, Weaknesses, Opportunities, and Threats. The SWOT analysis as performed for the NWDC is as follows:

Table 4: SWOT Analysis

 INTERNAL STRENGTHS To leverage ...	 INTERNAL WEAKNESSES To mitigate ...
<ul style="list-style-type: none"> ▪ Status as the official economic development implementing arm of government in the North West Province ▪ Broad mandate and a wide provincial footprint allowing for endless possibilities with countless benefits ▪ Valuable asset base is a low hanging fruit that does not require much capital investment analysis to activate revenue-enhancing activities ▪ Strong overall (gross) return on property assets, with a payback period of 14 years, providing room to boost returns off a solid asset base ▪ Schedule 3D status provides for wide network and support from government. ▪ Comprehensive partnership networks ▪ Functional property management system (MRI) has been established. ▪ Functional and active SMME call centre. ▪ Strong institutional memory and rapport among staff within the organisation ▪ Policy framework is in place, as are existing benchmarks for the organisational structure ▪ Well-rounded and capable NWDC Board and increasing capacity of the executive team 	<ul style="list-style-type: none"> ▪ Financial challenges, including: <ul style="list-style-type: none"> ○ Poor collection methods and/or controls ○ Liquidity of the NWDC with inadequate cash management controls ○ Irregular spending and non-compliance with legal provisions ○ Inadequate internal financial controls ▪ Lack of advocacy and promotion of the entity’s value proposition ▪ Inadequate internal communication and business integration ▪ Inability to access funding due to liquidity and reputation constraints ▪ Lack of core business capacity in critical areas of the business ▪ Income generating properties not being maintained and upgraded to cater for the needs of modern businesses ▪ Low confidence in the management of the entity, making it difficult to attract investors ▪ Lack of adaptation to the use of technology, digitalisation, and Fourth Industrial Revolution opportunities to streamline processes and improve efficiencies ▪ Organisational culture not geared towards high performance ▪ Lack of intent regarding the transition towards using green energy ▪ Lack of delineation between trading activities (self-generated income) and funded activities (need for grants)



EXTERNAL OPPORTUNITIES

To take advantage of ...

- The North West Province has ample available resources including minerals, agriculture, climate and wildlife
- Facilitating investments in manufacturing plants for raw material beneficiation
- Lobbying for funding to support mineral-rich land owners with developing perspectives to access funding and licenses to mine
- Inactive tenants converted to active traders or legal processes engaged to vacate premises
- Influence budgeting processes with basket of bankable, implementation-ready projects
- Leveraging on new technologies to improve operations
- Leveraging key economic projects such as the smelter plant
- Development of vacant land.
- Alignment between political and organisational priorities could secure increased support and commitment
- Shifting mining operations present new market arenas for empowering supported SMMEs
- Coordinating SMME development with other DFIs and the DEDECT, and bankable business plan for DSBD support for SMMEs
- FDI/DDI opportunities in priority sectors with comparative advantage in the North West Province
- Lobby for establishment of an Economic Development Fund to stimulate economic growth, activate small enterprises, increase Black ownership, and to invest where the market fails
- Focus on youth development and women empowerment has opened up potential funding sources for SMME development
- Drive for integrated rural development may allow for funding of initiatives in the rural economy
- Large number of young, energetic, unemployed youth (and graduates) in the province to be trained and upskilled to work on upcoming project



EXTERNAL THREATS

To overcome ...

- Lack of understanding of the NWDC mandate and services on offer.
- Competition from national DFIs
- Changing political priorities can impact on the achievement of outcomes and can impact negatively on investor confidence
- Political interference has adverse impacts on decision-making and the profitability of the NWDC
- Loss of market for SMMEs (from modernisation of the mines and shifting market needs) means reduced repayment of loans
- Increased mortality of SMMEs resulting in property vacancies
- Lack of opportunities within the job market leading to a 'brain drain' of skilled people to other provinces
- Instability in electricity supply (loadshedding) is putting pressure on businesses leading to defaults on rent and loan repayments
- Unaffordable salary bills limiting the NWDC's ability to attract talented staff
- Water-scarcity and poor quality threatens financial development and expansion of services within the province
- Private property developers may develop better rental properties, potentially impacting on NWDC rental revenue
- Poor municipal services impacting the viability of businesses operating in the province
- Lack of role delineation and integration of programmes between the department and NWDC
- Continued lack of an economic development fund to assist the province to compete with other provinces, and to leverage the unique competitive (comparative) advantages the province has to offer

5.5 INTERNAL ENVIRONMENT AND COMPETENCIES

Internal Environment and Market Behaviour

- The NWDC's internal environment is characterized by a need for strong leadership, governance, and strategic alignment with provincial and national goals. Internal challenges, such as capacity constraints, inefficiencies in service delivery, and fragmented implementation within the organization, affect its ability to compete effectively in the market. These challenges can lead to missed opportunities in attracting investment and promoting economic growth.

Market Outcomes

- The NWDC's ability to achieve competitive success and deliver on its service mandate is closely linked to its response to the external and internal environmental factors. By addressing internal inefficiencies and aligning its strategies with the broader political and economic context, the NWDC can improve its market positioning. The organization's behaviour in the market, including its approach to investment promotion and service delivery, will ultimately determine its success in fulfilling its mandate to drive economic growth in the North West Province.

Strategic Alignment and Competency Development

To create a universal understanding of competencies among all management levels, the NWDC should focus on:

- **Training and Development:** Implementing continuous training programs to build the skills and knowledge required to navigate the complex operational environment.
- **Clear Communication:** Establishing clear communication channels that ensure all management levels are aligned with the NWDC's strategic goals and understand their roles in achieving these objectives.
- **Performance Monitoring:** Regularly monitoring and evaluating the performance of management teams to ensure that they are meeting their targets and contributing to the NWDC's competitive success.

The NWDC has a solid internal environment with strong competencies in investment promotion and SME support. However, there are areas that require attention, including financial sustainability, digital transformation, and internal communication. It is recommended that the NWDC prioritize the enhancement of its digital capabilities, explore alternative funding sources, and continue to invest in employee development to maintain its competitive edge.

By focusing on these areas, the NWDC can enhance its internal capabilities and ensure that all levels of management are working towards common goals, thereby improving its overall market performance and service delivery.

6. SUPPORTING VALUES

The NWDC values define the organisational culture that is being developed and provide guidance on “how” the entity intends to deliver on its mission.

OUR VALUES	WHAT IT MEANS IN PRACTICE
Professionalism	<ul style="list-style-type: none"> ▪ We do what we say we will do, and are accountable and responsible for our actions, whether or not anyone is watching. ▪ We seek to always provide excellent service and value to clients, on time every time. ▪ We commit to the continual development of our capacity and capabilities.
Integrity	<ul style="list-style-type: none"> ▪ We resist any undue pressures on our decision-making and in the performance of our duties. ▪ We take prompt and effective action to deal with unprofessional or unethical behaviour. ▪ We conduct our decision-making processes in a fair and transparent manner – being considerate, open, honest, and well-informed.
Respect	<ul style="list-style-type: none"> ▪ We treat people fairly and equally and will not discriminate against any individual or group. ▪ We treat colleagues, partners, stakeholders, clients and counterparts with dignity and respect, and we work without bias. ▪ We demonstrate respect for and understanding of different points of view.
Cooperation	<ul style="list-style-type: none"> ▪ We value teamwork and partnerships, and recognise strength comes from working together. ▪ We are committed to consultation, and the sharing of information and knowledge. ▪ We will cultivate a culture of appreciation, celebrate our achievements, and learn through our mistakes.
Innovation	<ul style="list-style-type: none"> ▪ We base decisions on robust and credible research, and embrace a culture of learning, adaptation, and creativity at all times. ▪ We seek continuous improvement and opportunities for doing things better. ▪ We listen to stakeholder needs and seek to create responsive approaches to what we do.

7. OPERATING PRINCIPLES

The NWDC bases its operating principles on the NWDC Act including the following:



In light of the above it can be noted that the NWDC is working towards a competent, capacitated, leaner structure with more operational positions than support staff. In conjunction with the National School of Government (NSG), the level of competencies is also being assessed to determine training needs and to capacitate staff in line with their aptitudes.

The NWDC further compliments the work of other entities in its product and service delivery.

The NWDC is working towards obtaining ISO 9000 certification.

8. BUSINESS STANDARDS

As part of our ongoing commitment to excellence in service delivery, the NWDC bases its business standards on the Batho Pele principles and is committed to serving with **respect, efficiency, and Ubuntu**. These principles ensure that we put people first in all our interactions and services.

Batho Pele is an important initiative to enhance the quality and accessibility of government services. It emphasises putting **people first** in government service delivery.

The NWDC adheres to Batho Pele Principles (minimum standards as per DPME). The aim of Batho Pele:

- Make public servants service-oriented;
- Strive for excellence in service delivery;
- Commit to continuous improvement;
- Allow citizens to hold them accountable for services; and
- Adopt a citizen-orientated approach to service delivery.

Our business standards:

Batho Pele Principle	NWDC Response
Consultation	The NWDC will determine the needs and expectations of end users to consult through campaigns, surveys, Imbizos and workshops.
Service Standards	The NWDC to keep our service level promises and deliver on our Strategic Plan and Service Level Agreements.
Access	The NWDC to ensure equal access for all services: <ul style="list-style-type: none"> • Improved service delivery; • Accessible business hours; and • Clear signage.
Courtesy	The NWDC don't accept or give insensitive treatment
Information	The NWDC will give full and accurate information.
Openness and Transparency	The NWDC will be open and honest to staff and stakeholders: <ul style="list-style-type: none"> • Citizens to know how the entity is run and who is in charge; • Management must be transparent to staff, e.g. appointments and financial information.
Redress	The NWDC must respond to and correct complaints: <ul style="list-style-type: none"> • Have customer feedback channels in place; and • Each unit's staff to reply fast and efficiently to complaints.
Value for Money	The NWDC to provide economic and efficient services: <ul style="list-style-type: none"> • Use public funds wisely; • Apply expenditure control; and • Have internal controls.

9. STRATEGIC GOALS and/or OUTCOMES (LONG-TERM)

The NWDC long-term goals over the period of the strategic plan will be assessed through the defined outcome indicators and five-year targets, as follows:

NWDC OUTCOME (The result we aim to achieve)	OUTCOME INDICATOR (How we track progress towards the result)	BASELINE (Audited 2021/22)	FIVE-YEAR TARGET (31 March 2028)
1. A financially viable and sustainable organisation	Rand value of revenue generated (non-grant)	R249.8 million	R550 million
	Return on assets	17%	25%
	Net profit margin	0%	5%

NWDC OUTCOME (The result we aim to achieve)	OUTCOME INDICATOR (How we track progress towards the result)	BASELINE (Audited 2021/22)	FIVE-YEAR TARGET (31 March 2028)
	Current ratio	0.35 to 1	2 to 1
	Rental debtor days	807 days	30 days
3. Increased investment in priority economic sectors, and diversification of exports and trade	Rand value of investment facilitated into the North West Province <i>(including Bojanala SEZ)</i>	2021/22: Total – R33.46 million 2022/23 (Est.): Total – R6.3 billion (SEZ, R6.1 billion)	Total – R16 billion (SEZ – R15 billion)
	Number of jobs created through facilitated investments <i>(including Bojanala SEZ)</i>	NWDC: 123 SEZ: New indicator	Total – 2 720 (SEZ – 2 220)
4. Increased growth and competitiveness of small enterprises in priority sector industries	Rand value of funding mobilised for SMME projects	New indicator	R100 million
	Survival rate of SMMEs supported	New indicator	High: 70% Par: 60% Low: 50%
	Number of jobs created by supported SMMEs and co-operatives	New indicator	500
5. A well-managed and competitive property portfolio	Percentage occupancy rate on lettable properties	74%	95%
	Percentage of rental income spent on property maintenance	0%	20%
6. A well-governed, agile, and high-performing organisation	NWDC external audit outcome (consolidated)	Adverse	Unqualified
	Percentage overall organisational performance rating	39%	>80%

In turn, each outcome and the aligned key result areas are unpacked into outputs (products or services), with key performance indicators and annual targets, which are reflected in the rolling annual corporate plans over the period.

10. OBJECTIVES (SHORT TO MEDIUM-TERM)

Given the significant challenges and weaknesses outlined in the situational analysis, the performance information must be aligned with and consider the following critical turnaround and business change interventions to, first and foremost, address the strategic priority of sustaining the NWDC as a going concern:

- 1) A systematic review of the operating model, organisational structure and programmes is required to align with the priorities, outcomes and targets set by the five-year Strategic Plan for 2023-2028.
- 2) A thorough review and development of a strategically aligned funding model needs to be undertaken, one that clearly distinguishes between trading (revenue generating) activities that should be self-sustainable, funded activities that operate on a cost-recovery basis, and opportunities for broadening the revenue base of the NWDC.

- 3) Ringfencing of budgets to the structure/funding model should inform decisions on resourcing and prioritisation of activities that will drive the change that is needed for turnaround and ensuring that only funded and sustainable functions are resourced.
- 4) Reducing the excessive debtors balance and debtor's days needs to be a strong focus area – informing decisions and fast-tracking processes related to asset write-offs and disposals of non-productive and non-strategic assets, for revenue generation and to strengthen the NWDC's balance sheet.
- 5) Building capacity in capital, revenue generation, and venture creation to leverage opportunities. All business units should be oriented towards mobilising and leveraging funding from the public and private sector.
- 6) Development and implementation of property management controls – reviewing lease agreements, reviewing rental billings, addressing the electricity supply crisis, and stringent debt collection.
- 7) There is opportunity for the NWDC to position itself as the fund manager and preferred project implementing agent for government expenditure on priority projects – for revenue generation and expansion of the SMME development finance function.

The performance information includes outputs, targets, and interventions related to organisational turnaround and the key result areas of the strategic outcomes, while considering the resources available for implementation and achievement of the targets. Where resources are uncertain, outputs will reflect in the operational plans of the divisions.

It is understood that divisions need to incorporate standardised indicators in their operational plans, including indicators related to stakeholder and partnerships management; project and operational risk management; business case and proposal development for mobilising funding for projects; human capital and performance management; and the review and development of relevant policies, processes, and systems to support the implementation of this Corporate Plan 2024/2025.

11. EMPLOYMENT EQUITY STRATEGY

11.1 SKILLS TRAINING

The NWDC has approved the Skills Development Procedure which is implemented in line with the Skills Development Act No. 97 of 1998. Training offered is in line with the employees' KPA as outlined in the Job Descriptions, Performance Agreements and Job requirements.

The NWDC will be the implementing agent for the North West Provincial Government to implement the skills development initiatives which was entered into between the North West Provincial Government and National Skills Fund which will cover the following objectives:

- Strengthen integration and collaboration of skills development and youth development coordination in order to adequately respond to the challenges of young people, women and people with disabilities in identified sectors.
- Support the broader goals of the NDP 2030 to reduce unemployment, alleviate poverty, address service delivery challenges and reduce the societal inequalities through skills development education and training.

- Encourage and support through skills development initiatives in different economic sectors within the province.
- Exchange knowledge and technical information in relation to skills development projects.

NWDC has approved Study Assistance Policy which is intended to assist employees who wish to follow a recognised and approved courses of study and it is in line with and designed to do the following:

- Addressing the inequalities of the past through financial assistance to study for accredited and formal qualifications.
- Commitment to developing its employees to enhancing their personal capacity and their contribution to the success of the company.
- Strategic support of national training and development which stresses the principles of equity, access and progression.

This policy is applicable to all permanent employees, and it does not apply to fixed term employees and on contract employees of the company's payroll.

The tables below give a picture of employment of previously disadvantaged individuals both in terms of race and gender

11.2 NWDC EMPLOYMENT STATISTICS

The information contained in the table below reflects the employment statistics of the NWDC with regards to race, gender and previously disadvantaged individuals.

Table 5: Current NWDC workforce profile

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior management	10	0	0	1	4	2	1	0	1	0	19
Professionally qualified and experienced specialists and mid-management	7	1	1	0	11	1	0	2	0	0	23
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	0	0	0	23	0	0	1	0	0	33
Semi-skilled and discretionary decision making	30	0	0	0	10	0	0	0	1	0	41
Unskilled and defined decision making	0	0	0	0	11	0	0	0	0	0	11
TOTAL PERMANENT	60	1	1	1	61	3	1	3	2	0	133
Temporary employees	1	0	0	0	4	0	0	0	0	0	5
People with disabilities	0	0	0	0	1	0	0	0	0	0	1
GRAND TOTAL	61	1	1	1	66	3	1	3	2	0	139

The information contained in the table below reflects the employment statistics of the NWDC with regards to youth per occupational level.

Table 6: Youth per Occupational Level

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	5	0	0	0	0	0	6
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	3	0	0	0	6	0	0	0	0	0	9
Temporary employees	1	0	0	0	0	0	0	0	0	0	1
People with disabilities	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	0	0	0	6	0	0	0	0	0	10

11.3 NWDC PROCUREMENT PROCEDURES

The NWDC Supply Chain Policy was drafted within the Supply Chain Management Framework by observing its good intentions to ensure effective and efficient manners in which goods and services must be planned, acquired, and disposed of.

The objectives of the SCM Policy are aimed at ensuring the manners in which the NWDC procures goods and services:

- Is fair, equitable, transparent, competitive, and cost effective as envisaged in section 217 of the Constitution of the Republic of South Africa, 1996 and section 38(1)(a)(iii) of the PFMA.
- Complies with other provisions of the PFMA and the provisions of the Treasury Regulations regarding supply chain management and other applicable regulations in terms of the PFMA, including SCM Instructions, Practice Notes, Circulars and Guidelines.
- Complies with the PPPFA, B-BBEEA, the SITA Act, and other applicable legislation, including applicable subordinate legislation made under any such legislation.
- Provides the NWDC with the best value for money while improving service delivery.
- Pursues specific preference, including socio-economic objectives through a B-BBEE balance scorecard (B-BBEE status level certificate), in accordance with the PPPFA and PPR of 2017.
- To outline the processes in the NWDC for dealing with quotations and competitive bidding and the awarding of contracts.
- To promote the creation of employment and business opportunities for the community with reference to EME's.
- To increase the Small Business Sector's access or QSE's to procurement business opportunities created by the NWDC.

The procurement of goods and services shall be by way of the determining methodology for selecting suppliers from the central Supplier Database:

- Commodity
- EME and/or QSE empowerment through procurement processes
- Black owned companies
- Youth owned companies
- Companies owned/ shareholders by people with disabilities
- Companies owned/ shareholders are black female
- Companies owned/ shareholders are black designated groups
- Companies owned/ shareholders are black people living in rural areas
- Companies owned/ shareholders are black military veterans.
- Locality and any other acceptable methodology not prescribed.

The strategies determined should address the NWDC's consolidated procurement objectives of:

- EME and/or QSE empowerment through procurement processes
- Empowerment of black owned companies
- Empowerment of youth owned companies
- Empowerment of companies owned/ shareholders by people with disabilities
- Empowerment of companies owned/ shareholders are black female
- Empowerment of companies owned/ shareholders are black designated groups
- Empowerment of companies owned/ shareholders are black people living in rural areas
- Empowerment of companies owned/ shareholders are black military veterans.

12. REFLECTING ON OUTCOMES

The performance information indicates the achievements against targets for performance indicators as identified in the Strategic Plan, Corporate Plan, estimates of expenditure and adjusted estimates of expenditure.

During the year under review, the NWDC's performance can be attributed to the capacity of the staff within the entity and the resources available to ensure that work was done in an efficient manner. The NWDC has had to survive for years without adequate human resources and necessary skillsets.

There has, however, been progress in the filling of vacant positions. Twenty-five positions were identified to be filled during the 2023/2024 financial year and nine positions were filled which constituted a 36% achievement of the set target of 50%.

The Member of the Executive Council of DEDECT appointed the NWDC Chief Executive Officer effective from 2 January 2024 to continue the work in improving and building the NWDC into a formidable catalyst in the economic development space.

Unfortunately, due to the National Treasury cost containment measures that was implemented across all Department and Entities, there was a moratorium placed on filling of these positions. This led to a moratorium being placed on the filling of vacant positions.

The NWDC expenditure were less than the income which can be seen on the percentage achievement of the cost-to-income ratio. This was due to the cost containment measures that the NWDC has implemented, during the 2023/2024 financial year as per the National Treasury directive. The material audit findings in the post audit action plan (PAAP) was addressed.

There has been a noticeable improvement in the performance of our property portfolio despite the difficulties presented by the state of our assets and the limitations of electricity and energy. Property division has faced a number of difficulties that have required our prompt intervention. Among these difficulties, nonpayment of rent by tenants, illegal occupation and properties being hijacked have been major problems for the entity.

Our unrelenting dedication to excellence is unaffected by the obstacles we face as the NWDC works to manage and conquer them in order to ensure the long-term prosperity of our property portfolio.

The SMMEs are suffering as a result of liquidity issues the NWDC is faced with. Notwithstanding the corporation's size, it continues to be the province's most approachable Development Financial Institution (DFI). The majority of SMME in the province are not eligible for DFIs due to qualifying conditions, particularly those that are based in villages and are unable to provide collateral as security even if they own property.

Since adopting a strategy of presenting itself as an implementor of choice when it comes to projects from DEDECT that are aimed at SMME development, through its SMME Unit, the NWDC has raised its profile as a catalyst of economic development in the province.

The number of enterprises going through export development has surpassed the target, indicating a desire for the development of new exporters. Building support for this value chain is necessary. It is anticipated that implementation will begin in the upcoming fiscal year. The NWP has initiated a purposeful approach to support projects in the energy industry.

The delayed implementation in the NWP of the One-Stop-Shop with the DTIC has also left the province out of the national loop in terms of trade and investment. The planning of the One-Stop-Shop with the DTIC is currently underway and this should provide seamless linkages on the unit activities to national and at municipal level. The province awaits the approval of the DTIC to start the implementation.

The Bojanala Special Economic Zone's operating date has not yet been set because it depends on the distribution of bulk infrastructure and the agreement on the SEZ Company's governance structure, which is a function of DEDECT and DTIC. The start date of operations is based on outside variables like:

- Provincial Treasury;
- DEDECT;
- The Office of the Premier; and
- Provincial EXCO.

13. ORGANISATIONAL STRUCTURE

In terms of the Companies Act, the NWDC is incorporated as a state-owned company (SOC) Ltd and is listed as a Schedule 3D Provincial Business Enterprise in terms of the PFMA, reporting to the Member of the Executive Council (MEC) for DEDECT.

The NWDC operates under the supervision of an independent board of directors, whose non-executive members are appointed by the MEC: DEDECT and strives at all times to comply with the principles contained in the King Code on Corporate Governance in South Africa (2016) (King IV).

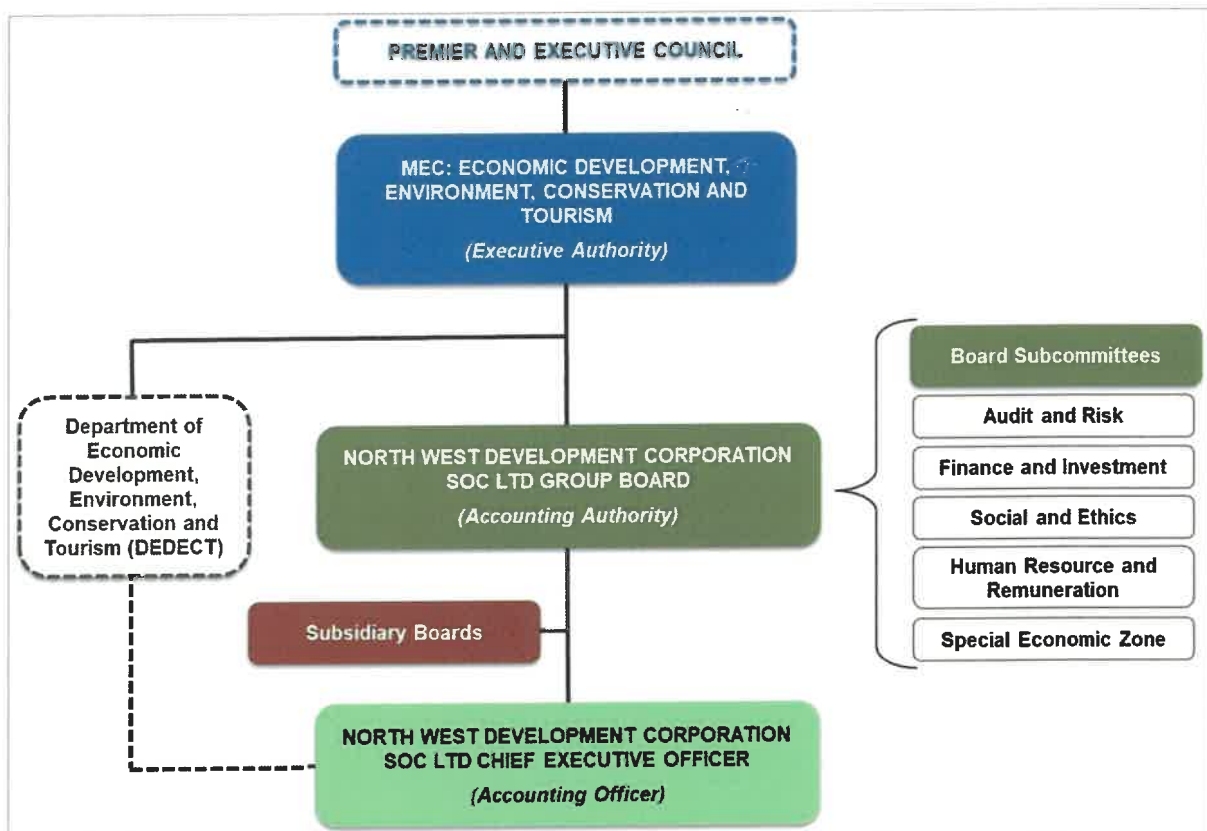
Section 9 of the Companies Act provides that, subject to the PFMA (which supersedes the Companies Act for Provincial Public Entities) and subject to an exemption granted by the Minister of Trade and Industry (who has not done so to date), any provision of the Companies Act that applies to a public

company applies also to a “state-owned company”, including those provisions defining the fiduciary and “due care” duties and responsibilities of “directors” of a company.

As Executive Authority, the MEC signs a Shareholder Compact with the NWDC Board which confirms the establishment mandate and strategic priorities of the NWDC. The DEDECT then acts on behalf of the MEC as delegated (viz. in South African law, reflecting a clear separation of ownership and control).

The NWDC Board has five committees, namely, Audit and Risk, Finance and Investment; Social and Ethics; Human Resources and Remuneration; and Special Economic Zone. These committees sit at prescribed intervals and when a need arises, and report to the Board.

Figure 2: Corporate Governance Structure of North West Development Corporation



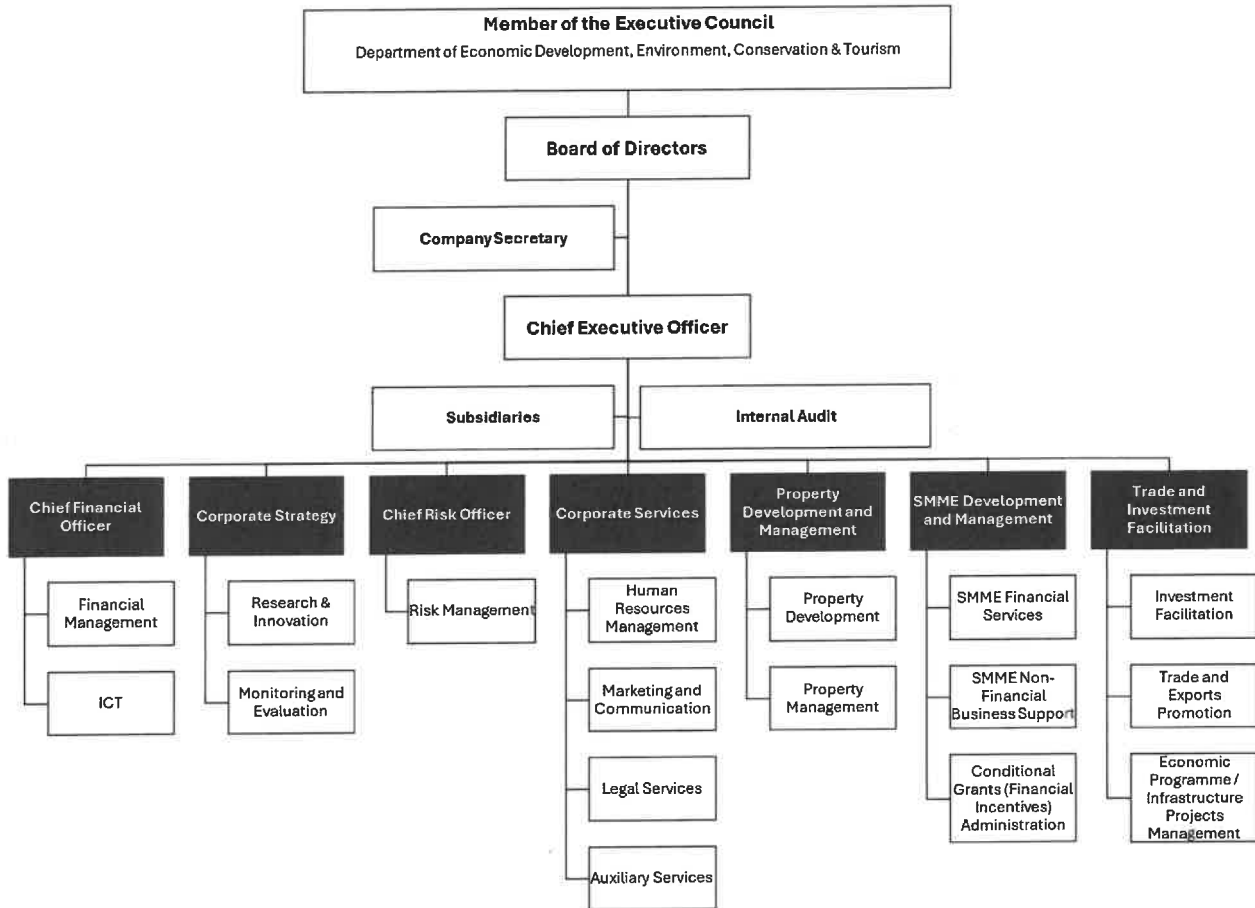
The NWDC Board is the Accounting Authority in terms of the Companies Act and the PFMA. The boards of the wholly owned subsidiaries account to the Group Board. In line with the Companies Amendment Act, 2011 and the King IV Code of Governance Practice, 2016, the NWDC requires a governance board comprised of sufficiently skilled and capable directors who are able to deliver on their mandate.

The current NWDC Board was appointed on 1 April 2021. Its three-year term expired on 31 March 2024. A new board will, therefore, oversee the implementation of this corporate plan. The NWDC Board has been mandated to strategically position the NWDC to contribute to the equitable growth and transformation of the North West Province, to be a competitor in the Southern African Development Community (SADC) region, Africa, and the globe, especially when it comes to investment attraction.

The NWDC Board provides leadership and oversees strategic direction, so as to enhance Shareholder value and ensure NWDC’s long-term sustainable development and growth. In fulfilling its responsibilities, the NWDC Board is supported by the Chief Executive Officer (CEO) and the executive team, who are

responsible for implementing the approved strategic and corporate plans, and policies. The current management/administrative structure is shown in the figure below.

Figure 3: Management/Administrative Structure of the North West Development Corporation



Notes:

- i) The management structure is currently under review and will be realigned to support the implementation of the new five-year strategic plan.

14. FINANCIAL RESOURCES AND SOURCES OF INCOME (FINANCIAL PLAN)

14.1 OPERATING STATEMENT FOR 2024/25 – 2026/27

The operating statement of the NWDC and its subsidiaries is a snapshot of the position of the organisation at the end of each financial year, estimated for the 2024/25 financial year and projected for the 2025/26 and 2026/27 financial years and the MTEF.

Table 5: NWDC Operating Statement Financial Year's 2024/25 to 2026/27

Figures in Rands '000	AUDITED OUTCOMES			AUDITED ADJUSTED	MEDIUM TERM ESTIMATES		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
REVENUE							
Revenue from exchange transactions							
Rental of facilities and equipment	140,537	134,392	132,586	141,137	118,639	130,503	143,553
Interest received (trading)	18,680	22,342	22,172	33,881	-	-	-
Rental income	146	172	339	149	-	-	-
Recoveries	33	64	21	456	-	-	-
Other income	62,872	1,070	4,369	2,697	30,000	-	-
Interest received (investment)	8,799	8,840	6,961	9,236	1,440	1,497	1,557
Fair value adjustments	110,012	29,939	271,913	211,846	-	-	-
Actuarial gains	-	-	676	388	-	-	-
Total revenue from exchange transactions	341,079	196,819	439,037	399,790	150,079	132,000	145,110
Revenue from non-exchange transactions							
Transfer revenue							
Government grants and subsidies	74,072	66,588	67,117	96,259	72,988	72,988	72,988
Total revenue	415,151	263,407	506,154	496,049	223,067	204,988	218,098
EXPENDITURE							
Employee related costs	(84,254)	(89,307)	(86,976)	(87,114)	(89,100)	(94,323)	(101,059)
Depreciation and amortisation	(18,702)	(19,171)	(17,588)	(20,206)	-	-	-
Lease rentals on operating lease	(1,379)	-	-	-	-	-	-
Finance costs	(6,227)	(6,772)	(8,837)	(11,727)	-	-	-
Reversal of impairments	(711)	(1,643)	(1,299)	(218)	-	-	-
Debt impairment	(95,416)	(47,853)	(47,993)	(92,415)	-	-	-
Bad debts written off	(3,365)	(5,654)	(4,977)	-	-	-	-
Actuarial Losses	(12)	-	-	-	-	-	-
General expenses	(131,144)	(185,746)	(102,254)	(86,752)	(133,967)	(110,665)	(117,039)
Total expenditure	(341,210)	(356,146)	(269,924)	(298,432)	(223,067)	(204,988)	(218,098)
(Deficit)/surplus before taxation	73,941	(92,739)	236,230	197,617	-	-	-
Taxation	-	(7,420)	(44,251)	(26,686)	-	-	-
(Deficit)/surplus for the year	73,941	(100,159)	191,979	170,931	-	-	-

14.2 BALANCE SHEET FOR 2024/25 – 2026/27

The balance sheet of the entity and its subsidiaries provides a picture of the financial health of the public entity at a given time. The year-end balance sheet is a snapshot of the position of the organisation at the end of its financial year and estimated for the 2024/25 financial year and projected for the 2025/26 and 2026/27 financial years and the MTEF.

Table 6: NWDC Balance Sheet for Financial Year's 2024/25 to 2026/27

Figures in Rands '000	AUDITED OUTCOMES			AUDITED	MEDIUM TERM ESTIMATES		
	2020/21	2021/22	2022/23	ADJUSTED 2023/24	2024/25	2025/26	2026/27
ASSETS							
Current Assets							
Loans to economic entities	3,804	28,987	6,735	11,137	11,165	11,165	11,165
Operating lease asset	521	521	-	-	-	-	-
Receivables from exchange transactions	38,525	33,933	38,430	27,196	20,702	22,979	25,508
VAT receivable	644	1,010	1,340	5,419	-	-	-
Cash and cas equivalents	36,123	19,955	19,719	36,813	35,553	28,010	29,130
	79,617	84,406	66,224	80,565	67,420	62,154	65,803
Non-Current Assets							
Living resources	-	-	-	-	1,715	1,715	1,715
Investment property	1,507,379	1,537,318	2,564,826	2,878,857	2,878,857	2,878,857	2,878,857
Property, plant and equipment	196,584	227,281	226,764	190,252	190,743	190,743	190,743
Intangible assets	4	4	4	4	4	4	4
	1,703,967	1,764,603	2,791,594	3,069,113	3,071,319	3,071,319	3,071,319
Total Assets	1,783,584	1,849,009	2,857,818	3,149,678	3,138,739	3,133,473	3,137,122
LIABILITIES							
Current Liabilities							
Other financial liabilities	11,389	13,331	22,217	31,353	41,409	50,409	50,409
Payables from exchange transactions	75,217	155,182	164,278	169,071	175,952	158,357	142,522
VAT payable	42	42	2,491	0	36,000	36,000	24,000
Current Portion of other Financial Liabilities	11,389	-	0	0	-	-	-
Bank overdraft	299	837	2,748	6,874	-	-	-
	98,336	169,392	191,734	207,298	253,361	244,766	216,931
Non-Current Liabilities							
Other financial liabilities	36,345	36,863	32,746	28,192	28,192	24,241	24,241
Finance lease obligation	-	-	-	-	-	-	-
Employee benefit obligation	10,235	11,055	10,676	10,140	9,991	9,991	9,991
Deferred tax	181,948	189,369	409,889	436,575	371,997	407,562	409,046
Provisions	30,328	31,521	5,881	31,743	-	-	-
Government Grants	13,325	35,673	32,099	-	39,468	9,468	39,468
	272,181	304,481	491,291	506,650	449,648	451,262	482,746
Total Liabilities	370,517	473,873	683,025	713,948	703,009	696,028	699,677
Net Assets	1,413,067	1,375,136	2,174,793	2,435,730	2,435,730	2,437,445	2,437,445
Share capital / contributed capital	303,854	303,854	303,854	303,854	303,854	303,854	303,854
Revaluation reserve	275,044	287,798	304,551	286,900	286,900	286,900	286,900
Accumulated surplus	837,950	783,484	1,566,388	1,844,976	1,844,976	1,844,976	1,844,976
Total Net Assets	1,416,848	1,375,136	2,174,793	2,435,730	2,435,730	2,435,730	2,435,730

14.3 CASH FLOW STATEMENT FOR 2024/25 – 2026/27

The summary of cashflow projections over the 2024/25 MTEF is shown in the table below.

Table 7: NWDC Cashflow Projections for Financial Year’s 2024/25 to 2026/27

Figures in Rands '000	AUDITED OUTCOMES			ADJUSTED	MEDIUM TERM ESTIMATES		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Cash flow from operating activities							
Receipts							
Sale of goods and services	231,720	115,476	79,848	63,258	118,639	130,503	143,553
Grants	74,072	66,588	63,543	95,903	72,988	72,988	72,988
Interest income	18,680	8,840	29,113	43,117	1,440	1,497	1,557
Other cash item	-	-	-	-	-	-	-
	324,472	190,904	201,441	202,278	193,067	204,988	218,098
Payments							
Employee costs	(85,254)	(84,013)	(83,675)	(86,455)	(89,100)	(94,323)	(101,059)
Suppliers	(172,736)	(133,677)	(98,137)	(83,366)	(133,967)	(110,665)	(117,039)
Finance costs	(6,227)	(6,772)	(2,386)	(4,268)	(3,146)	(3,335)	(3,535)
Other Cash Item	(61,818)	-	-	-	-	-	-
	(326,035)	(224,462)	(184,198)	(174,089)	(226,213)	(208,323)	(221,633)
Net cash flows from operating activities	(1,563)	(33,558)	17,243	28,189	(33,146)	(3,335)	(3,535)
Cash flow from investing activities							
Purchase of property, plant and equipment	-	-	(195)	(1,333)	-	-	-
Proceeds from loans from economic entities	28,850	36,740	(6,735)	(4,402)	-	(4,208)	4,655
Repayment of loans from economic entities	-	-	-	-	-	-	-
Net cash flows from investing activities	28,850	36,740	(6,930)	(5,735)	-	(4,208)	4,655
Cash flow from financing activities							
Repayment of other financial liabilities	(11,470)	2,460	(8,886)	(9,129)	-	-	-
Movement in government projects	(11,139)	(22,348)	(3,574)	(356)	38,751	-	-
Finance lease payments	-	-	-	-	-	-	-
Net cash flows from financing activities	(22,609)	(19,888)	(12,460)	(9,485)	38,751	-	-
Net increase/(decrease) in cash and cash equivalents	4,678	(16,706)	(2,147)	12,969	5,605	(7,543)	1,120
Cash and cash equivalents at the beginning of the year	31,146	35,824	19,118	16,970	29,948	35,553	28,010
Cash and cash equivalents at the end of the year	35,824	19,118	16,971	29,939	35,553	28,010	29,130

14.4 CAPITAL EXPENDITURE PROGRAMMES 2024/25 – 2026/27

Not applicable for the MTEF period.

14.5 DIVIDEND POLICIES

Not applicable for the MTEF period.

14.6 BORROWING PLAN

Not applicable for the MTEF period.

15. KEY PERFORMANCE INDICATORS

15.1 PROGRAMME 1: ADMINISTRATION

15.1.1 PROGRAMME 1: PURPOSE

In support of the NWDC mandate, vision and mission, the programme aims to:

- Provide administrative leadership to the NWDC in accordance with relevant legislations, regulations, and policies, and ensures appropriate support services to all programmes.

- Lead the phased turnaround of the NWDC through improvements in governance and internal controls, systems and processes, people, and stakeholder management.

Towards the NWDC impact of: ***“Sustainable and inclusive economic growth and transformation, that creates wealth and facilitates job creation where people in the province live,”*** the programme directly contributes to the following outcomes through its key result areas:

Outcome 1: A financially viable and sustainable organisation

To develop and implement a sustainable funding model for trading and funded mandates, thus:

- To ensure efficient and effective asset management.
- To ensure effective financial and liquidity management.
- To implement cost-containment and efficiency improvement measures.
- To ensure effective working capital management for sustainable operations.
- To improve revenue generation and income collection from trading divisions.
- To implement the bad-debts write-off policy for unrecoverable debts.
- To secure sustainable annuity and investment income and investment management fee income.
- To engage with government to secure support and funding.

Outcome 6: A well-governed, agile, and high-performing organisation

- To ensure effective internal controls, good governance, and compliance.
- To ensure efficient and effective operations by subsidiaries and investees.
- To improve management processes and systems to enhance performance.
- To ensure efficient and effective operations.
- To maximise marketing and uptake of rentable properties.
- To create market access for SMME's.
- Profiling and advertising SMME's and Tenants of the NWDC.
- To identify, attend and manage investment promotion platforms through key events, missions and conferences.
- To implement effective customer and stakeholder relations management.
- To continue community engagements and CSI initiatives with targeted stakeholders.
- To ensure effective human capital management and development.

The 2024/2025 performance plan of the programme is reflected in the log frame tables below. The outputs and performance targets have been set based the current situation and phased implementation of the organisational turnaround incorporated in the five-year strategic plan.



15.1.2 PROGRAMME 1: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED/ACTUAL PERFORMANCE				MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 1: A financially viable and sustainable organisation	Revenue and costs managed	Cost-to-income ratio	NOI	NOI	NOI	0.75 to 1.0	0.75 to 1.0	0.75 to 1.0	0.75 to 1.0
	Return on property assets managed	Rand value of rental income collected	R134.39 million	R132.58 million	NOI	R122.323 million	R120 million	R130 million	R145 million
Outcome 6: A well-governed, agile, and high performing organisation	Governance, risk, and assurance	Percentage of material audit findings in the Post-Audit Action Plan (PAAP) addressed	NOI	83%	75%	80%	90%	95%	95%
		Percentage NWDC risk maturity	65%	74%	79%	72%	85%	85%	87%

15.1.3 PROGRAMME 1: OUTPUT INDICATORS, AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET 2024/2025	QUARTERLY TARGETS			
		Q1 APR - JUN 2024	Q2 JUL - SEP 2024	Q3 OCT - DEC 2024	Q4 JAN - MAR 2025
Cost-to-income ratio	0.75 to 1.0	0.8 to 1.0	0.75 to 1.0	0.75 to 1.0	0.75 to 1.0
Rand value of rental income collected	R120 million	R30 million	R30 million	R30 million	R30 million
Percentage of material audit findings in the Post-Audit Action Plan (PAAP) addressed	90%	20%	40%	60%	90%
Percentage NWDC risk maturity	85%	85%	-	-	-

15.1.4 PROGRAMME 1: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 1 comprises the corporate support functions tasked with leading the turnaround of the NWDC. The Corporate Plan 2024/2025 is the second year of the 2023-2028 Strategic Plan.

The outputs of the Administration Programme for the 2024/2025 financial year are focused on managing costs in relation to revenue, meeting the NWDC's financial obligations by paying suppliers within the legislated timeframe, supporting the MTSF's priorities on preferential procurement, research directed at priority sector opportunities profiling, strengthening the combined assurance environment, improving customer satisfaction, and revising and capacitating the organisational structure to deliver on the new five-year strategic plan.

Planned performance in relation to the outcomes of the Strategic Plan for 2023-2028 and Phase 1 of the Turnaround Plan is detailed below:

Outcome 1: A financially viable and sustainable organisation:

- 1) Implementation of the board-approved revenue generation strategy and framework, which is aimed at increasing the revenue that the entity generates through its mandated activities, thus reducing the reliance on a single source of revenue (rental income) and grant funding.
- 2) Continue with debt collection efforts through the appointed service provider and motivate for the writing off of debts that are prescribed and unrecoverable.
- 3) Development and implementation of a funding model that delineates between revenue-generating (trading, DFI) activities and funded (DA) activities, without cross-subsidisation. It is the Phase 1 Turnaround building block for making decisions on resourcing the areas of the business that present the best opportunity to strengthen the going concern position of the entity.
- 4) Continued implementation of cost containment measures, allocation of funding to preferential procurement, and supporting the business to generate revenue from new sources.
- 5) Specific projects include:
 - a) Data analytics on procurement spend and payables management.
 - b) Analysing the billing accuracy and validity.
 - c) Debt collection and recovery improvement – supported by an external service provider.
 - d) Completeness of lease agreements and related renewals.
 - e) Bad-debt write-offs for unrecoverable, prescribed, debts.
 - f) Rental collection.
 - g) Property management.
 - h) Improvement of financial management.
 - i) Explore new revenue generating strategies.
 - j) Project Management services

Outcome 2: Enhanced planning and coordination of economic development programmes and projects:

- 1) **Research and innovation:**
 - a) To support informed decision making in line with key policies and strategies based on research and information from credible sources that are reliable and relevant.

- b) The focus of the NWDC/DEDECT combined research agenda is to conduct two (nine over the MTEF) studies up to the pre- feasibility stage of key economic development opportunities in the province. The output of the opportunity profiling is the proposal with the performance assessment criteria that can be used for the development of a feasibility study before developing a bankable business plan.
- c) Internal desktop studies will be conducted, and intelligence items distributed on an annual basis, including, the quarterly provincial economic data report, topical desktop studies and the dissemination of intelligence documents to support decision making.

Outcome 6: A well-governed, agile, and high-performing organisation:

1) Operation unqualified audit:

- a) Continued attention will be given to improving the NWDC's audit outcome by monitoring the implementation of the Post-Audit Action Plan emanating from findings by the AGSA for the previous financial year. This will be done through monitoring at EXCO meetings, and submission of progress reports to the respective board committees on a quarterly basis.
- b) Enforce the utilisation of the electronic records management system to safeguard the records, create a reliable audit trail, and for ease of retrieval.
- c) Strengthen policies, procedures and practises for improved compliance to the internal control environment, including regular assessment and verification of adequacy, efficiency, and effectiveness reviews.
- d) Prioritise the valuation and verification of the investment properties asset register.
- e) Legislative compliance: Monitor and control compliance with the legislative prescripts register.
- f) Irregular expenditure: Reduce historical irregular expenditure, prevent occurrences on new irregular expenditure by ensuring compliance with Supply Chain Management regulations and implementing consequence management.

2) Risk management: Risk management underpins the entity's governance arrangements. It is a fundamental component of the combined assurance framework that supports good governance by managing the requisite risk appetite level within the entity's capabilities. Implementation of the Risk Management Framework aimed at improving the risk maturity of the entity will include interventions relating to:

- a) Promoting a risk management culture in the organisation.
- b) Identifying and assessing risks.
- c) Implementing an integrated risk management computerised system.
- d) Developing and monitoring the implementation of risk mitigation plans.

3) Generally, to continue improving the NWDC's risk management practice. Risk management underpins the entity's governance arrangements. It is a fundamental component of the combined assurance framework that supports good governance by managing the requisite risk appetite level within the entity's capabilities. Implementation of the risk management framework aimed at improving the risk maturity of the entity will include interventions relating to:

- a) Promoting a risk management culture in the organisation.
 - b) Identifying and assessing risks.
 - c) Implementing an integrated risk management computerised system.
 - d) Developing and monitoring the implementation of risk mitigation plans.
 - e) Generally, to continue improving the NWDC's risk management practice.
- 3) **Fraud prevention:** To implement the following actions of the fraud prevention plan:
- a) Review and update the anti-fraud and corruption strategy, fraud implementation plan and whistle blower's policy.
 - b) Identify and assess fraud risks and monitor the achievement of mitigation plans.
 - c) Conduct fraud awareness campaigns and training and disseminate information on awareness of and preventing fraud.
 - d) Develop the NWDC's Code of Ethics and Business Conduct manual, containing a set of values that management believes in and requires their staff to adhere to.
- 4) **ICT governance framework implementation:**
- a) This includes the appointment of an ICT manager; approval of the ICT charter; ICT risk management, internal audit, business continuity, disaster recovery, and cybersecurity plans.
 - b) Continual development and improvement of the MRI system.
- 5) **Human resources management:**
- a) Organisational design and development: Review the organisational structure in alignment with the new strategic plan, identify and capacitate the critical positions.
 - b) Performance management: Review the Performance Management Framework through the adoption of a balanced scorecard methodology, ensure linkages are established to effectively cascade the performance information down the hierarchy, and implement consequence management for non-compliance with the timeframes of the annual performance management cycle.
- 6) **Marketing and communication:**
- a) Customer satisfaction: conduct survey in the fourth quarter of the financial year, measuring reputation and overall customer experience, and provide recommendations for improvements/interventions to improve service delivery.
 - b) Brand and awareness: campaigns, key events, community engagements in terms of stakeholder management plans to strengthen the association of NWDC's brand with mandate.
 - c) Stakeholder engagement: Stakeholder engagement remains one of the key pillars of the efforts underpinning communication efforts and is implemented through full use of social media channels and traditional methods.
 - d) A proactive approach to Investment Destination Marketing and Investment Promotion, Market access for SMME's, tenant and SMME profiling and advertising as well as properties marketing.

PRIORITIES RELATED TO WOMEN, YOUTH, AND PERSONS WITH DISABILITIES:

- Biased procurement process towards promoting participation of companies owned by women, youth, and persons with disabilities in line with the targets set by MTSF 2019-2024.
- Percentage procurement spend of provincial government ring-fenced through the NWDC to provide necessary market share to promote participation by SMMEs, specifically, women, youth, and persons with disabilities owned companies.

KEY ENABLERS:

KEY ENABLERS	
Human Resource enablers	<ul style="list-style-type: none"> ▪ Adequate budget allocation to fill in critical positions, this will enable the institution to work on a fully fledged staff compliments as envisaged by the organisational structure. ▪ Adequate budget allocation for staff development to address the skills shortage gaps within critical units. ▪ Ensuring policies compliant when implementing decisions. ▪ In collaboration with all units, review unit operational structures to address the issue of skill retention.
Legal Services enablers	<ul style="list-style-type: none"> ▪ Adequate budget allocation for legal professional services and litigation matters. ▪ Establishment of committee comprising of the following units, Finance, Auxiliary, Human Resources, Supply Chain, IT and SMME to manage and monitor the following: <ul style="list-style-type: none"> ○ Evictions of all illegal occupants in NWDC properties. ○ Reviewing of lease agreements. ○ Reduction of loan and rental debt book.
Marketing and Communications enablers	<ul style="list-style-type: none"> ▪ Adequate budget allocation for planned and approved OPEX as per annual operational plan. ▪ Investigate new opportunities for Marketing and Communications with artificial intelligence. ▪ In collaboration with SBD and ICT, investigate the creation of an online portal APP for advertising and marketing of local entrepreneur’s products and services. ▪ Benchmarking analysis, identity and constantly adapt to new trends, systems, metrics and developments that can enhance effectiveness of M&C services to the core programmes and NWDC as a whole ▪ Participating in skills development or enhancement through identified short courses to enable more effecting branding, stakeholder engagement, services marketing, aftercare, investment promotion and CSI initiatives ▪ Reconfigure the marketing and communications unit in line with best practices, needs of the organisation and benchmarking with other IPAs and Development Agencies.
Auxiliary Services enablers	<ul style="list-style-type: none"> ▪ Budget allocation to renovate and upgrade all facilities to be Occupational Health and Safety compliant, this will enable the unit to meet its annual operational workplan target.



KEY ENABLERS	
	<ul style="list-style-type: none"> ▪ OHS Compliance Officer position to be approved on Auxiliary structure. ▪ Budget allocation to procure new fleet as this will enable the unit to save money on services and repairs of old obsolete fleet. This shall also address the safety measures of staff using unsafe pool vehicles.
Risk enablers	<ul style="list-style-type: none"> ▪ Existing enablers <ul style="list-style-type: none"> ○ Risk-related policies in place. ○ Performance-related policies in place. ○ Budget for the unit in place. ○ Staff establish to a certain degree (filling of positions). ▪ Planned enablers (additions) <ul style="list-style-type: none"> ○ Research to develop a policy that governs their work. ○ Filling of vacant positions (7 vacant positions across the unit). ○ Procurement of enabling software to automate the process. ○ Ongoing professional development, affiliation, and training.
Finance enablers	<ul style="list-style-type: none"> ▪ Leadership, governance, and culture: <ul style="list-style-type: none"> ○ Management and the board need to set the right tone from the top of what needs to happen. ○ Strong governance and oversight by ensuring the existence and implementation of policies and procedures. ○ Define clear accountabilities and promote a culture of openness and transparency that will ensure that the finance team can thrive. ○ Effective management of internal and external stakeholder. ▪ Skills and capabilities <ul style="list-style-type: none"> ○ The entity should have the right professional and technical skills at the right places (misplaced skills are wasted skills). ○ Ensure regular, relevant, and timely training and development linked to performance management ▪ Data and management information <ul style="list-style-type: none"> ○ Ensure the safekeeping of organisational data and information. ○ Ensuring regular back-ups and easy access to those with relevant approvals. ○ Encourage and educate staff to use the tools and ICT systems available to them ▪ Clear and effective performance management <ul style="list-style-type: none"> ○ Individual performance management processes that are linked to the corporate plan. ○ Provide a suitable work environment and provide the necessary tools of trade. ▪ Finances and resources <ul style="list-style-type: none"> ○ Effective use and prioritisation of available resources.



15.1.5 PROGRAMME 1: RESOURCE CONSIDERATIONS

R	Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27
Programme 1: Administration									
Office of the CEO	Included in Corporate Services		9 875 000	10 349 000	10 349 000	10 349 000	10 349 000	10 349 000	10 349 000
Financial Management	18 661 000	27 517 000	30 918 000	30 918 000	30 918 000	30 918 000	30 918 000	30 918 000	30 918 000
Corporate Services	39 369 000	39 612 000	43 572 000	43 572 000	43 572 000	43 572 000	43 572 000	43 572 000	43 572 000
TOTAL Payments and Estimates	58 030 000	74 571 000	84 365 000	84 839 000	84 839 000	84 839 000	84 839 000	84 839 000	84 839 000

The entity has been facing severe financial problems. It is therefore compelled to implement cost containment measures and reduce expenditure. Based on this, the projected expenditure is expected to go down. The projected expenditure will also be affected by inflation. The net effect of cost containment and inflation informs the unchanged projected expenditure.

15.2 PROGRAMME 2: PROPERTY DEVELOPMENT AND MANAGEMENT

15.2.1 PROGRAMME 2: PURPOSE

In support of the NWDC mandate, vision and mission, the programme aims to:

- **Transform the NWDC’s investment property portfolio into a well-managed, sustainable, and competitive asset-base, as a driver of socioeconomic development in an environmentally sustainable manner. This will be achieved by rationalising, transforming, and investing for growth in the property portfolio.**

Towards the NWDC impact of: ***“Sustainable and inclusive economic growth and transformation, that creates wealth and facilitates job creation where people in the province live,”*** the programme directly contributes to the following outcomes through its key result areas:

Outcome 5: A well-managed and competitive property portfolio

Development and implementation of a property optimisation strategy, including:

- To improve the condition quality of the property portfolio, and the m² available to let.
- To build a pipeline of property developments and optimise lifecycle asset management.
- To implement alternative energy and efficiency improvement property solutions.
- To intensify maintenance in order to retain current and attract new tenants.
- To improve tenant satisfaction.
- To provide quality, affordable premises for SMMEs and co-operatives.
- To work with the communication unit to advertise available/to let properties notwithstanding the unit success stories.

The 2024/2025 performance plan of the programme is reflected in the log frame tables below. The outputs and performance targets have been set based the current situation and phased implementation of the organisational turnaround incorporated in the five-year Strategic Plan for 2023-2028.



15.2.2 PROGRAMME 2: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED/ACTUAL PERFORMANCE				MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 5: A well-managed and competitive property portfolio	Occupancy	Percentage occupancy on available lettable property spaces	68%	NOI	75.44%	77%	75%	80%	85%
	Recoveries managed	Number of properties with smart meters installed	NOI	NOI	NOI	3	12	8	8

15.2.3 PROGRAMME 2: OUTPUT INDICATORS, AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET 2024/2025	QUARTERLY TARGETS			
		Q1 APR - JUN 2024	Q2 JUL - SEP 2024	Q3 OCT - DEC 2024	Q4 APR - JUN 2025
Percentage occupancy on available lettable property spaces	75%	75%	75%	75%	75%
Number of property developments with smart meters installed	12	1	2	4	5

15.2.4 PROGRAMME 2: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 2 – Property Development and Management – is the key driver of the turnaround of the NWDC owing to property rental being the main revenue stream of the entity. The Corporate Plan 2024/2025 is the second year of the Strategic Plan for 2023-2028. There is, therefore, urgency in the need to address the critical issues identified in the situational analysis and begin to build a sound property portfolio based on good practice lifecycle asset management – acquisition ⇒ redevelopment/development ⇒ operations and maintenance ⇒ disposal.

The outputs of the Property Development and Management Programme for the 2024/2025 financial year are focused on:

- Increasing rental income in a challenging environment still bearing the effects of the COVID-19 pandemic on business closures and unemployment, and loadshedding negatively affecting occupancy rates.
- Implementing the board-approved non-productive residential properties disposal plan.
- Increasing occupancy rates, in under-maintained properties and where tenants are being lost to regions, such as Rosslyn, which are exempt from loadshedding.
- Conducting conditional assets and developing business cases for property optimisation.
- Implementing solutions to increase recoveries, reduce costs, and counter the effects of loadshedding.
- Explore additional means of income generation.
- Foster good relations with private stakeholders to encourage private sector buy-in to investment projects.

Planned performance in relation to the outcomes of the Strategic Plan for 2023-2028 and Phase 1 of the Turnaround Plan is detailed below:

Outcome 1: A financially viable and sustainable organisation:

- 1) Review the administration of the property portfolio, including lease agreements, the profit and loss of each property, and the rental rates (market-related).
- 2) A percentage of the rental income budget will be ringfenced to undertake routine maintenance of properties occupied by key strategic tenants – this will improve revenue collection.
- 3) Implement the board approved non-productive property assets disposal plan by ensuring the PFMA Section 54 processes are followed, and the quarterly milestones are achieved. By the end of the financial year the property transfers are planned to be underway, providing much needed funding for property rehabilitation in the next financial year.
- 4) Continue with the assessments of the property asset registers to improve their completeness and accuracy and to ensure the correct information is input into the MRI system. This will assist with correct billing and address the negative audit findings on the asset register.
- 5) Fraud with regards to rental payments will continue to be investigated, and tighter monitoring and control exerted over the property portfolio.

Outcome 5: A well-managed and competitive property portfolio

- 1) Solicit funding and support from DEDECT, through NWDC's Research and Innovation Unit, to develop a property optimisation strategy, which will guide NWDC's intent to adopt a lifecycle asset management approach to property portfolio management.
- 2) Conduct comprehensive conditional assessments on the full property portfolio. The conditional assessments will include business cases for decisions on how to optimise the portfolio through disposals, private sector investment in key strategic properties, and restorations of vandalised properties to improve occupancy rates.
- 3) Implement a proactive management strategy to improve the administration and payments of utility accounts. This could involve establishing clear communication channels with intergovernmental agencies, such as Eskom, to resolve any outstanding issues and prevent disconnections before they occur. By taking a proactive approach, the management team can free up valuable time and resources to focus on achieving the NWDC's strategic intent.
- 4) Implement a methodology and approach for managing utility accounts as a collective rather than focusing solely on individual tenants. This would mitigate the time spent on managing individual disconnections and could help mitigate the impact of defaulting tenants on the supply of basic services to a larger group of tenants.
- 5) Recovery rates will be improved through the installation of smart meters at four properties in the 2023/24 financial year. The intention, budget permitting, to increase the number of smart meter installations each year over the MTEF.

Challenges:

- 1) The lack of consistent upkeep and general maintenance due to the current liquidity status of the entity, resulting in minimum to no property maintenance.
 - a) Currently, our buildings are still structurally safe. However, over time, minor cracks and architectural deficiencies will lead to major structural issues if not addressed promptly. This can make the buildings unsafe and can result in catastrophic failures in extreme cases, furthermore a decreased property value.
 - b) **Building compliance:** Properties are over 30 years old with most of the services infrastructure built beneath the structures, which is mostly galvanised mild steel that has reached its lifespan and needs to be replaced
- 2) Operational debts owed to municipalities and other service providers.
- 3) Increased levels of vandalism and criminal activities. This is influenced by the location, security, loadshedding, unemployment, and political turbulences.

Mitigation:

- 1) Substantial amount of funds needs to be injected for:
 - a) The resuscitation of the properties that are currently profitable and ones that have a potential to be profitable in the future based on location and business type.
 - b) Major refurbishments are needed on all the income generating properties, such as industrial parks and commercial properties. This will ensure that buildings become compliant. Refurbishments can be done in phases:

- Phase I: Babelegi Industrial Park 2024/25 – R25 679 500.
 - Phase II: Ga-Rankuwa Industrial Park 2025/26 – R28 247 450.
 - Phase III: Bodirelo Industrial Park 2026/27 – R30 815 400.
 - Phase IV: Mafikeng and Temba Small Industrial Park 2027/28 – R28 247 450.
- 4) The provision of established and reputable security services.
- 5) Clearing historical operational debts with municipalities: rates and taxes, water, and electricity bills.
- a) Provision of solar panels on our properties – Phase 1, 2024/2025 – R3 500 000 (SMMEs).
 - b) Erection of boreholes – Phase 1, 2024/2025 – R3 800 000.
- 6) Energy Performance Certificate – EPC, Appoint consultants (energy performance).
- a) Landscaping – De-bushing R1 500 000.
- 7) Security – Fencing properties, beef up security – cameras, biometric systems, high mast solar lights (dependant on the security assessment).

KEY ENABLERS:

KEY ENABLERS

- A fully functional MRI system, with complete, accurate and valid data.
- Request for capitalisation from the Shareholder and ISA to perform renovations and improve the commercial viability of the property portfolio, as well as for the capital that would be required to engage in public/private partnerships for identified property developments.
- As the NWDC lacks the funding, in cooperation with South African Revenue Services, the NWDC would like to be able to offer direct tax rebate or credit options to tenants who are willing to execute the required renovation and maintenance required on some of the properties owned by the corporation.



15.2.5 PROGRAMME 2: RESOURCE CONSIDERATIONS

R	Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-Term Estimates		
	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27
Programme 2: Property Development and Management	109 870 000	121 422 000	83 234 750	114 688 000	114 688 000	109 157 000	112 157 000	125 266 000	131 027 000
TOTAL Payments and Estimates	109 870 000	121 422 000	83 234 750	114 688 000	144 688 000	109 502 000	112 157 000	125 266 000	131 027 000

The entity has been facing severe financial problems. It is therefore compelled to implement cost containment measures and reduce expenditure. Based on this, the projected expenditure is expected to go down. The projected expenditure will also be affected by inflation. The net effect of cost containment and inflation informs the unchanged projected expenditure

15.3 PROGRAMME 3: SMALL, MEDIUM, AND MICRO ENTERPRISE DEVELOPMENT AND MANAGEMENT

15.3.1 PROGRAMME 3: PURPOSE

In support of the NWDC mandate, vision and mission, the programme aims to:

- **Support the development of sustainable and competitive SMMEs, thus, to contribute to the economic growth and transformation of the province and to generate revenue and returns for the NWDC through the provision of financial and non-financial support services to small enterprises.**

Towards the NWDC impact of: ***“Sustainable and inclusive economic growth and transformation, which creates wealth and facilitates job creation where people in the province live”***, the programme directly contributes to the following outcomes through its key result areas:

Outcome 4: Increased growth and competitiveness of small enterprises in priority sector industries

- To improve the efficiency of loan origination and investment management processes.
- To implement a targeted entrepreneurship development programmes aimed at start-ups in priority sector industries.
- To provide developmental finance support to North West Province enterprises on a matching basis with other DFIs.
- To provide non-financial business support for the investment management cycle, to improve survival and growth rates, and to secure NWDC's investment.
- To administer and leverage financial incentives/grants.

The 2024/2025 performance plan of the programme is reflected in the log frame tables below. The outputs and performance targets have been set based on the current situation and phased implementation of the organisational turnaround incorporated in the five-year Strategic Plan for 2023-2028.



15.3.2 PROGRAMME 3: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED/ACTUAL PERFORMANCE				MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 4: Increased growth and competitiveness of small enterprises in priority sector industries	SMMEs and Cooperatives provided with financial support	Number of SMMEs and Cooperatives provided with financial support	NOI	NOI	47	26	14	6	7
	SMMEs and Cooperatives provided with non-financial support	Number of SMMEs and Cooperatives provided with non-financial support	NOI	NOI	638	650	600	800	800

15.3.3 PROGRAMME 3: OUTPUT INDICATORS, AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET 2024/25	QUARTERLY TARGETS			
		Q1 APR - JUN 2024	Q2 JUL - SEP 2024	Q3 OCT - DEC 2024	Q4 JAN - MAR 2024
Number of SMMEs and Cooperatives provided with financial support	14	1	1	2	10
Number of SMMEs and Cooperatives provided with non-financial support	600	50	150	200	200

15.3.4 PROGRAMME 3: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 3 – SMME Development and Management – is tasked with implementing the wealth and job creation mandate of the NWDC in relation to the development of sustainable SMMEs. The function is largely unfunded and is limited to the provision of bridging finance for SMMEs that have secured contracts and non-financial support services such as business counselling, mentoring, registrations, access to market services, product development and Market Linkage Programme.

Over the longer term, the Development Finance Function needs to be self-sustainable. However, it requires capitalisation of the loan book or, at minimum, ringfencing of funding for the lending service to allow it to grow and become a sustainable service.

The outputs of the SMME Development and Management Programme for the 2024/2025 financial year are focused on:

- Increasing the number of SMMEs supported with bridging finance.
- Increasing the number of SMMEs provided with non-financial support in the form of Enterprise Development and Support Services: Offering advisory services, mentorship programs, skills development, coaching, and aftercare.
- Increase number of SMMEs provided with access to market services: Produce development and Market Linkage Programme.

KEY ENABLERS:

KEY ENABLERS
<ul style="list-style-type: none"> ▪ Review policies, procedures and guidelines related to the SMME development and support operating and funding model: <ul style="list-style-type: none"> ○ Consider ring-fencing of the budget for direct lending and other mechanisms to build the sustainability of the programme in line with the PFMA Schedule 3D listing of the entity. ○ Explore innovation in supporting SMMEs through preferential buying mechanisms, securing off-take agreements through government procurement, and the establishment of a Risk Capital Fund for funding small and medium-sized enterprise project development costs and business finance through co-financing with other DFIs. ▪ Train staff adequately and implement continuous capacity building measures, for example, affiliation to industry bodies, attending workshops, seminars, and conferences addressing the sector. ▪ Introduce an electronic system that is efficient in screening and vetting – online loan application system and an online business consultation system.

Priorities relating to women, youth, and persons with disabilities.

Legislation dictates that these groups need to be prioritised. While a dedicated enterprise development fund is required to address these targeted groups, the NWDC will seek to ensure their inclusion in SMME support and development projects.

NWDC needs to ringfence a portion of its funds dedicated for these groups. All departments and entities are mandated to contribute towards the development of these groups.



15.3.5 PROGRAMME 3: PROGRAMME RESOURCE CONSIDERATIONS

R THOUSAND	OUTCOME			MAIN APPROPRIATION	ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM ESTIMATES		
	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27
Programme 3: SMME Development and Management	7 187 000	4 733 000	4 455 000	4 455 000	4 455 000	4 455 000	4 455 000	4 455 000	4 455 000

The entity has been facing severe financial problems. It is therefore compelled to implement cost containment measures and reduce expenditure. Based on this, the projected expenditure is expected to go down. The projected expenditure will also be affected by inflation. The net effect of cost containment and inflation informs the unchanged projected expenditure.

15.4 PROGRAMME 4: TRADE AND INVESTMENT FACILITATION

15.4.1 PROGRAMME 4: PURPOSE

In support of the NWDC mandate, vision and mission, the programme aims to:

- **Attract foreign and local direct investments into the North West Province, promote exports, and facilitate market access for local businesses.**
- **Originate and deliver funded economic and infrastructure development projects on behalf of government for revenue generation.**

Towards the NWDC impact of: ***“Sustainable and inclusive economic growth and transformation, which creates wealth and facilitates job creation where people in the province live”***, the programme directly contributes to the following outcomes through its key result areas:

Outcome 2: Enhanced planning and coordination of economic development programmes and projects

- To prioritise sectors and industries that stand to better transform the structure of the economy – precision planning and facilitation of economic development projects in support of provincial strategies.
- To facilitate feasibility studies reports for alternative energy solutions
- Facilitate just energy transition investments into the province
- To facilitate Black industrialists investments
- Develop an investment pipeline for promotion of provincial opportunities
- To facilitate regulatory and statutory approvals for investment pledges made to the North West Province

Outcome 3: Increased investment in priority economic sectors, and diversification of exports and trade

- To implement a coordinated Trade, Investment, and Innovation Strategy (aligned to provincial investment, export, manufacturing, and renewable energy strategies).
- To support North West enterprises to access export opportunities.
- To facilitate access to markets for North West enterprises.
- To analyse export opportunities and support North West enterprises to access the export opportunities.
- To facilitate access to markets for North West enterprises.

The 2024/2025 performance plan of the programme is reflected in the log frame tables below. The outputs and performance targets have been set based the current situation and phased implementation of the organisational turnaround incorporated in the five-year strategic plan.



15.4.2 PROGRAMME 4: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED/ACTUAL PERFORMANCE				MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 3: Increased investment in priority economic sectors, and diversification of exports and trade	Investment facilitation	Rand value of investment into the North West Province	NOI	R33.46m	R20.962m	R692k	R500 million	R700 million	R1 billion
		Number of jobs to be created through investments into the NWP	NOI	123	43	0	300	350	500

15.4.3 PROGRAMME 4: OUTPUT INDICATORS, AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET 2024/25	QUARTERLY TARGETS			
		Q1 APR - JUN 2024	Q2 JUL - SEP 2024	Q3 OCT - DEC 2024	Q4 JAN - MAR 2025
Rand value of investment into the North West Province	R500 million	0	0	R200 million	R300 million
Number of jobs to be created through investments into the NWP	300	0	0	100	200

15.4.4 PROGRAMME 4: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 4 – Trade and Investment – is tasked with implementing the NWDC’s mandate of stimulating economic development in the province by attracting foreign and local direct investments into the North West Province, promoting exports, and facilitating market access for local businesses. A further function is to originate and deliver economic and infrastructure development projects to stimulate the economy and contribute to job creation, while generating revenue for the NWDC.

The North West Province aspires to be the Green Heart of South Africa, providing a knowledge-based economy supporting sustainable agro-processing, tourism-, and manufacturing- businesses through judicious investments in clean energy, transport infrastructure and services, water sufficiency and environmental protection, and encouraging entrepreneurship in the life sciences, sports, culture and engineering, so as to promote healthy living and flourishing communities. The province extends a welcoming hand to all investors through its one-stop information, facilitation and aftercare service centre.

Building a pipeline of bankable investment projects and soliciting funds for project development and implementation is an important result area of Phase 1 of the business model for organisational turnaround – getting the basics right and building the core.

In terms of the Turnaround Plan, the programme needs to be adequately funded by the annual MTEF allocation while seeking opportunities to raise capital through participation in investment projects and generating revenue through the implementation of projects on behalf of third parties.

The outputs of the Trade and Investment Programme for the 2024/2025 financial year are focused on:

- Assessing the feasibility of at least one high impact, priority sector, project for the NWDC to participate through a risk capital or PPP arrangement.
- Responding to the energy crisis – hosting of the solar.
- Developing identified economic development opportunities to bankability and packaging the bankable projects for investment promotion.
- Facilitating outbound and inbound trade and investment missions.
- Linking companies to new local and external markets.
- Running joint trade and investment initiatives with district municipalities.

Planned performance in relation to the outcomes of the strategic plan and Phase 1 of the Turnaround Plan is detailed below:

Outcome 2: Enhanced planning and coordination of economic development programmes and projects

Facilitate specific high impact projects including but not limited to PPP funding models. Provincial seed funding is key to unlocking these investments:

- Bakubung proposed R3.2 billion smart city is a catalytic mega project adjacent to the Sun City Resort Corridor.
- Buffelspoort Solar Bv Project (Pty) Ltd R1 billion.
- Fluorchemicals South Africa/Eurasia Group (ERG) R2.2 billion.

- Taolelo Tawana Memorial Hospital has been licensed to develop a R1.4 billion 83 bed private hospital in the outskirts of Mahikeng.
- Matsinyane Mining Projects seeks R220 million investment to fully execute the contract and become one of the local emerging players in this sector.
- Rustenburg Waste to Energy Company R4 billion.
- Lengau Foods (Pty) Ltd seeks R45 million investment to produce maize meal, Market, sell and distribute maize products in different sectors in the FMCG industry.

Participate in proof of concept through funding by the province of pre-feasibility to feasibility studies, for example, green hydrogen renewable energy projects, agribusiness, Flousspar mining and beneficiation, and Smart City development.

Solicit seed funding from the province for the NWDC to participate in bankable, high impact, projects that target sectors prioritised by the province and feed into the country's investment strategy, including but not limited to, renewable energy, manufacturing, and mining.

Solicit projects from government departments and agencies for the NWDC to implement for a management fee, thus providing the entity with an additional revenue source and the opportunity to build its project management capabilities.

Response to the National Energy Crisis: Loadshedding is the single biggest constraint on South Africa's economic growth and the North West Province is not spared. NWDC is formulating a response plan which among other things seek to:

- Enable and accelerate private investment in generation capacity.
- Unleash businesses and households to invest in rooftop solar.
- Bounce-back scheme to help small businesses invest in solar equipment.
- Allow private investors to generate electricity.

Following an RFP process number NWDC/T&IRFP001/2023, NWDC appointed a panel of service providers for provisioning of professional services for solar-alternative energy solution for NW Province. The companies were expected to gather information on current energy supply and demand across municipalities in the province to provide a basis for the provincial response to the energy crisis. The implementation of these energy projects seeks to provide a practical basis for NWDC to become a distributor of electricity in the NWP. NWDC seeks to facilitate development of an integrated energy programme in the NWP. This would give the NWP a template on how to respond to the energy challenges of the province and build municipal specific responses to deal with them and build future capacity to support economic growth. There is scope to look at the identified opportunities and investigate how to operationalize them in partnership with the municipalities

The NWDC seeks the establishment of a Project Management Unit (PMU) whose main objectives would be to:

- To avail the expertise at the disposal of the NWDC to manage the program towards delivery of renewable energy solutions as mandated by the Provincial Government
- The PMU will assist the entity in identifying and implementing renewable energy projects in the province

- To manage Consultants whenever appointed to ensure the implementation and operate the renewable energy solutions suitable to supply reliable electricity to identified North West Provincial government buildings and communities. This will entail management and completion of feasibility studies and determine suitable technology.
- Assist the NWDC in applying for license for energy generation and distribution including creation of capacity to transact in the energy market (buying and selling of energy)

Outcome 3: Increased investment in priority economic sectors, and diversification of exports and trade

For North West Province-based exporters:

- Enhanced competitiveness, sustainability and capabilities.
- Improved market access and lower barriers to trade.
- Development of opportunities for services trade.
- Focus on key economic sectors.

Focused export approach:

- Identification and qualification of potential opportunities for existing and new exporters located and operational in North West Province.
- Identification and qualification of potential opportunities for possible development of 'new' export capabilities both existing and new exporters (companies) located and operational in the North West Province, with a specific focus on SMME enablers for these opportunities.
- In parallel to identify existing exporters and engage with these exporters in order to make them aware of the opportunities and obtain inputs from such exporters regarding key facilitation required (that NWP government can assist with).
- To facilitate tangible interventions for these exporters to explore these opportunities (e.g. pro-active engagement with the DTIC regarding exporter pavilions, engagement with inward-bound missions from partner countries as well as pro-active outreach to target market representation in South Africa and abroad).
- Development of a Trade Portal for North West Province focused activity.

Assist exporters with:

- Export Market research.
- Linkages to foreign buyers.
- Group promotions such as fairs, business trips, exhibitions.
- Transport and transportation consultancy.
- Design and product development.
- Packaging assistance.
- Assistance with administration of incentive schemes.
- Assistance with licensing and certification.
- Exporter training.

KEY ENABLERS:

KEY ENABLERS

- Provincial seed funding is needed to unlock key opportunities in the province and attract external investor funding.
- Additional capacity in agribusiness, energy, mining, and beneficiation to handle investment in those priority areas.
- The North West Province to actively support new Black industrialists in line with national imperatives.
- An operational budget of approximately R9 million is required to fully implement the Trade and Investment, and Economic Development Programme mandate:
 - Inward buying and outward selling investment missions – R2 million.
 - Processing of opportunities to feasibility stage – R2.5 million.
 - Assisting companies to access export markets – R1 million.
 - Trade and investment initiatives with municipalities – R1 million.
 - Taking companies through export development – R1 million.
 - Hosting of the provincial investment conference – R2 million.
 - Establishing a one-stop-shop investment centre with the dtic – R1.5 million.



15.4.5 PROGRAMME 4: RESOURCE CONSIDERATIONS

R	OUTCOME			MAIN APPROPRIATION	ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM ESTIMATES		
	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27
Programme 4: Trade and Investment Facilitation	2 197 000	2 653 000	4 648 000	4 872 000	4 872 000	4 872 000	5 106 000	5 106 000	5 106 000
TOTAL Payments and Estimates	2 197 000	2 653 000	4 648 000	4 872 000	4 872 000	4 872 000	5 106 000	5 106 000	5 106 000

The entity has been facing severe financial problems. It is therefore compelled to implement cost containment measures and reduce expenditure. Based on this, the projected expenditure is expected to go down. The projected expenditure will also be affected by inflation. The net effect of cost containment and inflation informs the unchanged projected expenditure.

15.5 SUBSIDIARY: BOJANALA SPECIAL ECONOMIC ZONE

15.5.1 SUBSIDIARY PURPOSE

In support of the NWDC mandate, vision and mission, the Subsidiary aims to:

- **Transform the Bojanala Region into a globally competitive industrial hub characterised by:**
 - **Increasing foreign and domestic direct investment at the Bojanala Region,**
 - **Value-added exports,**
 - **A culture of entrepreneurship and innovation, and**
 - **Sustainable job development**

Towards the NWDC impact of “*Sustainable and inclusive economic growth and transformation, which creates wealth and facilitates job creation where people in the province live*”, the Bojanala SEZ directly contributes to the following outcomes through its key result areas:

Outcome 3: Increased investment in priority economic sectors, and diversification of exports and trade

- To secure the SEZ designation and license, and infrastructure funding.
- To implement the infrastructure master plan.
- To operationalise the investment project pipeline.
- To establish investor-friendly operations.
- Ongoing investment promotion, attraction and retention.

Outcome 4: Increased growth and competitiveness of small enterprises in priority sectors

- To implement preferential procurement set asides for formal SMMEs.

The 2024/2025 outputs and performance targets indicated below are set based on the current business situational analysis and phased implementation of the organisational turnaround incorporated in the five-year strategic plan.



15.5.2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED/ACTUAL PERFORMANCE				MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 3: Increased investment in priority economic sectors, and diversification of exports and trade	Investments facilitated	Rand value of investment facilitated into the SEZ.	NOI	NOI	R3.536 billion	R25.576 billion	R6 billion	R10 billion	R15 billion

15.5.3 OUTPUT INDICATORS, ANNUAL QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET 2024/25	QUARTERLY TARGETS			
		Q1 APR - JUN 2024	Q2 JUL - SEP 2024	Q3 OCT - DEC 2024	Q4 JAN - MAR 2025
Rand value of investment facilitated into the SEZ.	R6 billion	R1.5 billion	R1.5 billion	R1.5 billion	R1.5 billion

15.5.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Bojanala SEZ is a newly registered company tasked with the planning, development, operation, and management of Bojanala SEZ. It is a paradigm shift for the province and for the turnaround of the NWDC, with the potential to make a meaningful impact on reversing the decades of deindustrialisation and non-mining economic decline in the province.

Planned performance in relation to the outcomes of the Group Strategic Plan and Phase 1 of the Turnaround Plan is detailed below:

Outcome 3: Increased investment in priority economic sectors, and diversification of exports and trade

- **80 ha serviced land:** Potential to commence with the development of the SEZ and location of investors.
- **Infrastructure development:** Implementation of the SEZ Infrastructure Master Plan in order to build a world-class industrial facility and industrial ecosystem in the region, thus creating a conducive environment for investments.
- **Investments:** Increase the value of FDI and DDI in the SEZ to a minimum of R15 billion, and maximise on International Marketing Programmes.
- **Investments:** To date, a total value of R34.2 billion in investment has been pledged into the SEZ. The next assignment is to ensure that these commitments are translated into actual operational investment projects within the SEZ.
- **Jobs:** The SEZ Infrastructure Master Plan has identified a total of 39 infrastructure projects which will create at least 7 500 jobs. In addition, the pledged investments in the SEZ will create an additional direct 3 570 construction direct jobs and 4 450 permanent direct jobs once operational. All indirect jobs emanating from all above stated employment opportunities are expected to yield around 30 000 opportunities.

KEY ENABLERS

- Adequate funding for SEZ OPEX and CAPEX, supported with good governance practices.
- Attraction and retention of talent and technical know-how.
- Industrial policy supported by relevant tax, financial and non-financial incentives.

Priorities relating to women, youth, and persons with disabilities

- Disaggregation of procurement spend in line with the MTSF 2019-2024 targets.



15.5.5 PROGRAMME RESOURCE CONSIDERATIONS

R	OUTCOME			MAIN APPROPRIATION	ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM-TERM ESTIMATES		
	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24	2024/25	2025/26	2026/27
Subsidiary: Bojanala SEZ	2 576 000	31 500 000	41 400 000	49 900 000	49 900 000	49 900 000	49 900 000	49 900 000	49 900 000
TOTAL Payments and Estimates	2 576 000	31 500 000	41 400 000	49 900 000	49 900 000	49 900 000	49 900 000	49 900 000	49 900 000

The entity has been facing severe financial problems. It is therefore compelled to implement cost containment measures and reduce expenditure. Based on this, the projected expenditure is expected to go down. The projected expenditure will also be affected by inflation. The net effect of cost containment and inflation informs the unchanged projected expenditure.

15.6. SUBSIDIARY: SIGNAL DEVELOPMENT SOC LTD

15.6.1 SUBSIDIARY PURPOSE

In support of the NWDC mandate, vision and mission, the Subsidiary aims to:

- **Transform the Signal Development SOC Ltd property portfolio into a well-managed, sustainable, and competitive asset-base, as a driver of socioeconomic development in an environmentally sustainable manner. This will be achieved by rationalising, transforming, and investing for growth in the property portfolio.**

Towards the impact of: “*Sustainable and inclusive economic growth and transformation, that creates wealth and facilitates job creation where people in the province live,*” the programme directly contributes to the following outcomes through its key result areas:

Outcome 1: A financially viable and sustainable organisation

- To implement cost-containment and efficiency improvement measures.
- To engage with government to secure support and funding.
- To facilitate private sector investment in the property portfolio.

Outcome 5: A well-managed and competitive property portfolio

Development and implementation of a property optimisation strategy, including:

- To rationalise, refurbish, and optimise the Golf Course for the benefit of the community and tourist attraction.
- To implement alternative energy and efficiency improvement property solutions.
- To intensify maintenance in order to retain current and attract new tenants.

The 2024/2025 performance plan of the programme is reflected in the log frame tables below. The outputs and performance targets have been set based the current situation.



15.6.2 SUBSIDIARY: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND ANNUAL TARGETS

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED/ACTUAL PERFORMANCE				MTEP PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Outcome 1: A financially viable and sustainable organisation	Revitalisation and maintenance of the Leopard Park Golf Club	Percentage achieved on the Revitalisation Plan	NOI	NOI	NOI	NOI	100%	100%	100%

15.6.3 SUBSIDIARY: OUTPUT INDICATORS, AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET 2024/2025	QUARTERLY TARGETS			
		Q1 APR - JUN 2024	Q2 JUL - SEP 2024	Q3 OCT - DEC 2024	Q4 JAN - MAR 2025
Percentage achieved on the Revitalisation Plan	100%	25%	50%	75%	100%

15.6.4 SUBSIDIARY: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Outcome 1: A financially viable and sustainable organisation:

Corporate governance is key in ensuring the sustainability of the organisation. The profitability of the organisation is also key in ensuring that the entity becomes independent of government funding and generates its own revenues.

Outcome 5: A well-managed and competitive property portfolio

The Signal Development SOC Ltd is tasked with ensuring the management of the Golf Course and ensuring the completion of the Mmabatho unit 3 development. In doing so, the entity will revitalise the Golf Course which is currently in the state of disarray and plan and complete the development in the outer years of the MTEF.

KEY ENABLERS:

KEY ENABLERS	
Leadership, governance, and culture	<ul style="list-style-type: none"> ▪ Management and the Board need to set the right tone from the top, clearly defining what actions need to be taken. ▪ Strong governance and oversight by ensuring the existence and implementation of policies and procedures. ▪ Define clear accountabilities and promote a culture of openness and transparency that will ensure that the finance team can thrive. ▪ Effective management of internal and external stakeholders.
Skills and capabilities	<ul style="list-style-type: none"> ▪ The entity should have the right professional and technical skills at the right places (misplaced skills are wasted skills). ▪ Ensure regular, relevant, and timely training and development linked to performance management.
Data and management information	<ul style="list-style-type: none"> ▪ Ensure the safekeeping of organizational data and information. ▪ Ensuring regular back-ups and easy access to those with relevant approvals.
Clear and effective performance management	<ul style="list-style-type: none"> ▪ Individual performance management processes that are linked to the corporate plan. ▪ Provide a suitable work environment and provide the necessary tools of trade.
Finances and resources	<ul style="list-style-type: none"> ▪ Effective use and prioritising of available resources.
Legislative prescripts	<ul style="list-style-type: none"> ▪ PFMA ▪ Companies Act ▪ NWDC Act 6 of 1995



15.6.5 SUBSIDIARY RESOURCE CONSIDERATIONS

R	Outcome			Actual	Medium-Term Estimates		
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Programme 1: Administration	5 000 000	9 200 000	-	4 000 000	20 100 000	21 300 000	21 300 000
Programme 2: Business Operations	-	-	-	-	12 500 000	27 500 000	27 500 000
TOTAL Payments and Estimates	5 000 000	9 200 000	-	4 000 000	32 600 000	48 800 000	48 800 000

The entity has been facing severe financial problems. It is therefore compelled to implement cost containment measures and reduce expenditure. Based on this, the projected expenditure is expected to go down. The projected expenditure will also be affected by inflation. The net effect of cost containment and inflation informs the unchanged projected expenditure.

15.7. KEY RISKS AND MITIGATIONS

The key risks are aligned to the outcomes, and are updated for the 2024/25 financial year as follows:

Table 8: Key Risks and Risk Mitigations

OUTCOME	KEY RISKS	RISK MITIGATIONS
1. A financially viable and sustainable organisation	<ul style="list-style-type: none"> ▪ Low collections and high impairments. ▪ Inadequate return on assets. 	<ul style="list-style-type: none"> ▪ Improve debt collection and impairment rates. ▪ Implement asset whole lifecycle management. ▪ Strengthen cashflow and procurement forecasting and planning. ▪ Revenue optimisation and cost minimisation strategy implemented. ▪ Engage with government and private sector to secure funding for loans, projects, and investments
2. Enhanced planning and coordination of economic development programmes and projects	<ul style="list-style-type: none"> ▪ Poor integration and coordination between stakeholders with similar mandates. ▪ Inadequate capacity / resources to deliver at required rate. ▪ Poor project and quality management processes. ▪ Delays in the approval of projects and programmes. 	<ul style="list-style-type: none"> ▪ Ensure relevance and accuracy of research and knowledge produced. ▪ Implement the North West economic development, manufacturing, and renewable energy strategies, once approved. ▪ Lead initiatives to coordinate the economic cluster stakeholders to improve collaboration and integration of economic initiatives. ▪ Secure project partnerships (consultation and joint planning). ▪ Establish the capacity and capabilities to deliver quality infrastructure on time - skills, tools of trade and systems / processes.
3. Increased investment in priority economic sectors, and diversification of exports and trade	<ul style="list-style-type: none"> ▪ Lack of access to domestic and global markets. ▪ Investors prefer other provinces as investment destinations. ▪ Lack of skills required by the high-potential economic sectors. 	<ul style="list-style-type: none"> ▪ Facilitate access to new markets for SMMEs nationally, regionally, and globally. ▪ Strengthen relationship with the dtic and InvestSA - to access incentive grants and support related to improving investment destination. ▪ Collaborate with relevant stakeholders at community, local and national level in terms of upskilling and training needs.



OUTCOME	KEY RISKS	RISK MITIGATIONS
<p>4. Increased growth and competitiveness of small enterprises in priority sector industries</p>	<ul style="list-style-type: none"> ▪ Low labour absorption rates despite growing SMMEs. ▪ High default rates that are not in line with defined appetite levels. ▪ Lack of funds to support enterprise development. 	<ul style="list-style-type: none"> ▪ Prioritise business support to SMMEs that absorb more labour unit per rand value loaned. ▪ Implementation of an automated workflow and integration of back-end systems. ▪ Perform due diligence financial analysis on new loan applications, to mitigate against potential high default rates in the high-risk market that NWDC operates in. ▪ Strengthen the business support function to assist in business sustainability and job creation. ▪ Monitoring and improvement of the rate of first default.
<p>5. A well-managed and competitive property portfolio</p>	<ul style="list-style-type: none"> ▪ Ineffective maintenance planning and operating model. ▪ Lack of private sector partnerships/support. ▪ Invasions, land grabs and vandalism. 	<ul style="list-style-type: none"> ▪ Develop and implement a Property Modernisation Strategy. ▪ Market studies commissioned to support investment decisions, lease pricing, and ideal tenant mix. ▪ Financial viability assessments conducted to ensure required rates of return are achievable. ▪ Enhance infrastructure procurement processes and capabilities. ▪ Implement a preventative maintenance strategy and operating model.
<p>6. A well-governed, agile, and high-performing organisation</p>	<ul style="list-style-type: none"> ▪ Adverse audit outcome. ▪ Service delivery targets not achieved. ▪ Non-compliance, contravention, and inability to remedy gaps in business processes. ▪ Inadequate and/or inappropriate performance and monitoring management. 	<ul style="list-style-type: none"> ▪ Organisational structure review and change management. ▪ Digitisation/automation of key business processes. ▪ Monitor and improve on fraud and ethics enhancement activities. ▪ Identify and provide job specific learning and development solutions (linked with training and development programmes based on gaps identified). ▪ Ongoing training and awareness on key legislation applicable to NWDC. ▪ Fully implement performance contracting and management system.



OUTCOME	KEY RISKS	RISK MITIGATIONS
	<ul style="list-style-type: none">▪ Safety incident(s), due to non-compliance with Occupational Health and Safety Act and other legislation.	

The detailed NWDC Risk Register is reviewed monthly by EXCO, and quarterly at Audit and Risk Committee meetings.

17. ANNEXURES TO THE CORPORATE PLAN

It is hereby affirmed that the North West Development Corporation SOC Ltd has the following supporting plans in place:

- 1) Risk Management and Fraud Prevention Plan
- 2) The Financial Plan forms part of the NWDC Financial Resources and Sources of Income (refer to paragraph 14 in the Corporate Plan)

18. TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

Indicator Title	Cost-to-income ratio
Definition	Organisational operating costs vs. total operating income, excluding valuations and impairment. NWDC is expected to optimise all of its resources to maximise investment returns to progressively move towards attaining sustainability over the MTEF period.
Source of Data	Management Accounts and/or Interim Financial Statements drawn from the MRI System
Method of Calculation / Assessment	Total operating expenditure / Total operating income, expressed as a ratio of costs to income, excluding valuations and impairment.
Means of Verification	Spreadsheet with calculations produced by the Finance unit, reported quarterly
Assumptions	Not applicable.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-to-date).
Reporting Cycle	Quarterly.
Desired Performance	Better than target is desired.
Indicator Responsibility	Chief Financial Officer.

Indicator Title	Rand value of rental income collected
Definition	Rand value of invoiced income that is collected. Collected is defined as money that has been received in the NWDC's bank account.
Source of Data	General Ledger
Method of Calculation / Assessment	Simple count of rental income collected
Means of Verification	Spreadsheet of rental income collected consolidated in a monthly, quarterly and annual report
Assumptions	Valid and accurate data in the MRI system.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-to-date).



Reporting Cycle	Quarterly.
Desired Performance	Target met or higher.
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of material audit findings in the post audit action plan (PAAP) addressed
Definition	To focus on improving the NWDC audit outcome by reducing material audit findings in the Post Audit Action Plan (PAAP). This is done by tracking the implementation of prior year external audit recommendations that management of the applicable business units will respond to as completed within the reporting period.
Source of Data	AGSA Audit and Management Report of Prior Year
Method of Calculation / Assessment	Progress of the implementation of the PAAP measured quarterly as a percentage
Means of Verification	Schedule and other relevant supporting documentation
Assumptions	The NWDC addresses all prior year material audit findings and implements measures to prevent it from occurrence in the next financial period
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage NWDC risk maturity
Definition	The risk maturity model is an assessment tool focused on the organisation’s risk culture and the development of the organisation’s risk management programme. It evaluates the extent to which risk management is embedded within the organisation, where a high maturity level translates into effective risk management.
Source of Data	Validated Risk Maturity Assessment Report from the Provincial Risk Management Unit of prior year
Method of Calculation / Assessment	Risk Maturity Assessment Model Rating
Means of Verification	Validated Risk Maturity Assessment Report from the Provincial Risk Management Unit
Assumptions	Not applicable

Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Target met or higher
Indicator Responsibility	Chief Risk Officer

PROGRAMME 2: PROPERTY DEVELOPMENT AND MANAGEMENT

Indicator Title	Percentage occupancy on available lettable property spaces
Definition	<p>The indicator measures the percentage of lettable property spaces that are leased to tenants.</p> <p>“Lettable property spaces” are defined as occupied by tenants in the following categories on the MRI system:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Commercial <input type="checkbox"/> Industrial <input type="checkbox"/> Residential; and <input type="checkbox"/> Retail
Source of Data	MRI System
Method of Calculation / Assessment	Total space occupied divided by the available lettable property space, expressed as a percentage.
Means of Verification	<p>System generated Tenancy Schedule drawn from the MRI system as follows:</p> <ul style="list-style-type: none"> • On a quarterly basis, at the end of the last month of the quarter; and • At year end, as at 31 March (Annual Performance Report).
Assumptions	Accuracy of the MRI system.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Executive: Property Development and Management



Indicator Title	Number of properties installed with smart meters
Definition	The indicator measures the number of properties that have smart meters installed. The installation of “ smart meters ” is the intention to improve recoveries and ensure tenants are held accountable for payment of their water and electricity costs. Smart meter readings is therefore for water and electricity .
Source of Data	Project and Implementation Plan which will indicate which properties were identified to install smart meters at and whether the NWDC refers to a unit within a property or only a standalone property.
Method of Calculation / Assessment	Simple count.
Means of Verification	Quarterly progress report on the Project and Implementation Plan
Assumptions	Smart meters will improve efficiency on recoveries.
Disaggregation of Beneficiaries	Not applicable.
Spatial Transformation	Not applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Achievement of target is desirable.
Indicator Responsibility	Executive: Property Development and Management.

PROGRAMME 3: SMME DEVELOPMENT AND MANAGEMENT

Indicator Title	Number of SMMEs and Cooperatives provided with financial support
Definition	Support offered to SMMEs in the form of bridging finance loans, or any other form of direct financial assistance, including grants and financial incentives. Definition of an SMME: The South African definition, as per the National Small Enterprise Act, 1996 (Act No. 102 of 1996) as amended, considers the total full time equivalent of paid employees and annual turnover categories. The Act defines small enterprise as a separate and distinct business entity, together with its branches or subsidiaries, if any, including cooperative enterprises, managed by one owner or more predominantly carried on in any sector or subsector of the economy mentioned in column 1 of the table below. The National Small Enterprise Act was amended in 2019 to incorporate the new turnover threshold values to account for inflation and define small enterprise using two proxies as opposed to three that were used previously used. The amended definition is as per the Table 2: The South African definition of SMMEs as published in the Government Gazette, 28 April 2023 No. 48483 665. Definition of an Enterprise: An enterprise is defined as a legal entity possessing the right to conduct business on its own, for example to enter into contracts, own property, incur liabilities and establish bank accounts. An enterprise may be a corporation, a quasi- corporation, a non-profit institution, or an unincorporated enterprise.



	<p>Definition of an Cooperative:</p> <p>A Cooperative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. A Cooperative Society is defined as a business owned and controlled equally by the people who uses its services or work for it. Characteristics:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cannot be established by a single person <input type="checkbox"/> Mutual or common need or purpose <input type="checkbox"/> Goals are met more economically through Cooperative <input type="checkbox"/> Mutual benefit for all members of the co-operative. <p>Definition of an Informal Trader</p> <p>The non-registered, non-accounting and non-tax paying grassroots-based individuals or group of household members whose business practices are based on street vending or hawking but not limited to selling or providing small quantities of goods and services to an undefined market to earn a living.</p>
Source of Data	Bank statement
Method of Calculation / Assessment	Simple count
Means of Verification	Spreadsheet reflecting the number of SMMEs provided with all forms of financial support
Assumptions	<ul style="list-style-type: none"> ▪ Sufficient funding and clients to continue making use of the services offered by the NWDC. ▪ Care taken to avoid duplication across quarters and/or SMMEs receiving multiple loans. ▪ Historical data of disbursements / number of SMMEs financed/ product type. ▪ Strategic focus of loan product to more long-term loans. ▪ Availability of capital.
Disaggregation of Beneficiaries	Youth, Women and People With Disabilities
Spatial Transformation	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Executive: SMME Development and Management

Indicator Title	Number of SMMEs and Cooperatives provided with non-financial support
Definition	Support offered to SMMEs in the form of access to markets, business linkages, business advisory and support services, and mentorship.
Source of Data	Client Enquiry Forms

Method of Calculation / Assessment	Simple count
Means of Verification	Spreadsheet reflecting the number of SMMEs provided with all forms of non-financial support
Assumptions	Sufficient capacity to ensure assistance to clients with regards to Statutory Requirements and any other non-financial services
Disaggregation of Beneficiaries	Youth, Women and People With Disabilities
Spatial Transformation	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Executive: SMME Development and Management

1.4 PROGRAMME 4: TRADE AND INVESTMENT FACILITATION

Indicator Title	Rand value of investment into the NWP
Definition	Actual Rand value of commitments by investors to implement economic development projects in the North West Province
Source of Data	Proof of investments declared by the Investors through: <ul style="list-style-type: none"> • Memorandum of Understanding/Agreement; OR • Newspaper Articles; OR • Approved Business Plan; OR • Funding Business Letter; OR • Investment Commitment Letter
Method of Calculation / Assessment	Total Rand value of the investment value declared by the Investor
Means of Verification	Quarterly and annual report of value of investments declared by investors
Assumptions	Availability of reliable financial investment declaration information from investors.
Disaggregation of Beneficiaries	The participation of the designated groups will be prioritised in terms of business ownership, skills development and funding applications. <ul style="list-style-type: none"> ▪ Target for women: 40% ▪ Target for youth: 30% ▪ Target for people with disabilities: 7%
Spatial Transformation	District and local municipality areas in the Province.
Calculation Type	Cumulative (year-to-date)



Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Executive: Trade and Investment Facilitation

Indicator Title	Number of jobs to be created through investments
Definition	Total number of jobs created through all investment projects implemented in the North West Province
Source of Data	Proof of jobs to be created as declared by the Investors through: <ul style="list-style-type: none"> • Memorandum of Understanding/Agreement; OR • Newspaper Articles; OR • Approved Business Plan; OR • Funding Business Letter; OR • Investment Commitment Letter
Method of Calculation / Assessment	Sum of the number of jobs to be created as declared by the investor
Means of Verification	Quarterly and annual report of value of jobs to be created as declared by investors
Assumptions	Availability of reliable investment declaration information on jobs to be created from investors.
Disaggregation of Beneficiaries	Aim for the following breakdown of jobs created for the designated groups: <ul style="list-style-type: none"> ▪ Target for women: 40% ▪ Target for youth: 30% ▪ Target for people with disabilities: 7%
Spatial Transformation	District and local municipality areas in the Province.
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Executive: Trade and Investment Facilitation Manager

SUBSIDIARY: BOJANALA SPECIAL ECONOMIC ZONE (SEZ)

Indicator Title	Rand value of investment facilitated into the SEZ
Definition	<ul style="list-style-type: none"> ▪ Total investment value of the projects facilitated over a specific time period as declared by the investor which may be an approximate amount, depending on the nature of the project / investment. ▪ The claim could be either a partial claim of the total investment or the full investment value of the project depending on its roll-out (whether phased or once-off) as declared by the investor.



	<ul style="list-style-type: none"> ▪ This could either be a green-field (completely new) or a brown-field investment (expansion). ▪ Facilitation in this context is defined as any activity that assists, makes less difficult or makes easier the process for an investor to make an investment decision. This can be done in collaboration with other stakeholders and related parties.
Source of Data	Letters of Commitment, OR Pre-Lease Agreements, OR Lease Agreements
Method of Calculation / Assessment	Sum of the total value of investment of confirmation letters in the reporting period
Means of Verification	Quarterly and annual report of confirmed commitments of investments facilitated
Assumptions	Accuracy of information supplied by the investor.
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Bojanala District of the North West Province
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Target met or higher
Indicator Responsibility	Executive: Bojanala SEZ

SUBSIDIARY: SIGNAL DEVELOPMENT SOC LTD

Indicator Title	Percentage achieved on the Revitalisation Plan
Definition	The Leopard Park golf course has deteriorated in recent times. There are intentions to revitalise the Golf course to its “former glory”
Source of Data	Detailed plan to revitalize the golf course
Method of Calculation / Assessment	Percentage achievement of the revitalisation plan of the set milestones for that period.
Means of Verification	Report on the progress of the implementation of the revitalization plan
Assumptions	The golf course will be revitalised and improved
Disaggregation of Beneficiaries	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Approval and implementation of the Revitalisation Plan
Indicator Responsibility	Chief Financial Officer