

BUFFALO CITY METROPOLITAN DEVELOPMENT AGENCY

HALF - YEARLY PERFORMANCE REPORT

01 July 2019 – 31 December 2019



GENERAL DESCRIPTION

1.1 VISION

A city that is more welcoming and competitive with ample opportunities to invest, work, live and play.

1.2 MISSION STATEMENT

Building a better Buffalo City through facilitating and undertaking development initiatives for the benefit of all the citizens of the city.

1.3 GOALS OF BCMDA

- A stable and fully capacitated agency to deliver on its mandate efficiently and effectively
- Improved number of tourists and tourism spend in Buffalo City
- Efficient, productive and sustainable management of land and buildings
- Improved socio-economic benefits within Buffalo City

1.4 STRATEGIC OBJECTIVES OF BCMDA

- Equitable and sound corporate governance
- Adequate and appropriately skilled staff
- Efficient and effective information technology and knowledge management service
- Effective board secretariat and legal support
- Effective brand management and communication
- Tourism opportunities exploited in high value products
- Inner City Regeneration
- A well-developed beach- front
- Effective open space management
- Job creation



Quarterly Targets for Strategic Goal 1: A financially viable and fully capacitated agency delivering its mandate efficiently and effectively



Performance Indicator	Unit	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets		Challenges	Corrective Measure
					Q1 & Q2	Achievements / Progress		
Strategic Objective 1.1: Financial sustainability								
Implementation of a Financial Sustainability Strategy	#	Board & Council Approved Financial Sustainability Strategy	Effective Implementation of a Financial Sustainability Strategy		Develop and approve the strategy implementation plan	Not Achieved.	Focus for Q1& Q2 mainly was on preparation and finalisation of AFS and attending to audit queries and finalisation of the audit.	This will be done and concluded during Q3.
			15% return on investment		Commence with the implementation of the strategy in relation to the operational grant received from the parent municipality. 5%			



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Performance Indicator	Unit	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets		Achievements / Progress	Challenges	Corrective Measure
					Q1 & Q2				
% collection of project management fees by 30 June 2019	%	Nil	8% Collection of Project Management Fees on existing capital projects	Nil	8 % of the work-in-progress certified.	<p>Achieved 8% of the work in progress has been billed.</p>		None	None
Strategic Objective 1.2: Sound Governance, Oversight and Legislative Compliance									
Maximum Spending on Operational Grant received from the Metro	%	84%	97 % Spending of operational grant received from the Metro	Nil	38% YTD	<p>Achieved. 43% YTD Expenditure</p>		<p>Achieved 43% in terms of overall operational grant allocation, however on funds received to date expenditure is at 85% instead of the 100%. Reasons for not meeting the target are as follows: Employee related costs (two positions budgeted for remained vacant at the end of Q2. Recruitment has since been concluded and incumbents commenced duty in January 2020</p>	None

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					Q1	Q2			
Improved Audit Outcome	n/a	Unqualified Audit Opinion	Unqualified Audit Report without findings	R850 000		Submissions of AFS to Auditor General and BCMM by 31 August 2019 Unqualified Audit Opinion	Achieved	and Office relocation costs.	None
Implementation of audit recommendations from audit reports (External Audit)	%	90%	90%	Nil		20% (Develop and implement audit action plan)	Not Achieved. In progress, audit action plan will be developed and circulated to Exco before 20 January 2020.	None	None
Percentage Implementation of audit recommendations from Internal audit reports	%	90%	90%	Nil		50 % YTD implementation of internal audit recommendations	Achieved No findings for both Q1 & Q2	None	None
Number of policies developed, implemented and reviewed	#	Policies and a strategy were developed, reviewed and approved including the review of the standard operating procedures.	Review previously approved policies and procedures.	Nil		Review of the standard operating procedures & Review of Delegation of Authority Manual	Not Achieved The standard operating procedures were tabled before Exco on 11 December 2019.	Q2 Focus was mainly on the audit process.	Delegation of Authority Manual will be revised and approved along with other policies by end of February 2020



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					Q1	Q2		
Strategic Objective 1.3: Sound Financial Planning, Administration and Reporting								
Number of financial and performance reports prepared and submitted (with supporting portfolio of evidence)	#	4 Quarterly reports	4 Quarterly reports	Nil	Quarterly financial and performance reports by the 10th working day after the end of each quarter.	Achieved.	None	None
Prepare and submit half year 2018/19 financial statements.	#	Half year financial statements submitted by end February 2019.	Submission of 2019/20 half year financial statements by 28 February 2020 and mid-year assessment reports by 20 January 2020.	Nil	Nil	N/A	N/A	N/A
% of creditors paid within 30 days from the date of receiving an invoice by Finance Division	%	100%	100%	Nil	100% Payment of Monthly Creditors within 30 days of Invoice receipt	Achieved.	None	None
Number of monthly budget statements prepared and submitted by the 7th working day of each month following.	#	12 monthly budget statements	12 monthly budget statements	Nil	Prepare 6 monthly budget statements	Achieved.	None	None
Timeous reconciliation of all revenue, expenditure, assets and liabilities (by the 10th of the following month).	#	12 Monthly reconciliations	12 Monthly reconciliations	Nil	6 monthly reconciliations performed in each quarter and reviewed by the 10th of each month.	Achieved.	None	None

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					Q1 & Q2	Achievements / Progress		
Submission of EMP 201 returns within 7 days after every month-end	#	12 submitted for 2018/2019	12 returns to be submitted	Nil	Prepare and submit 6 EMP 201 returns monthly	Achieved.	None	None
Submission of VAT 201 returns by the last working day after a two-month period	#	6 returns submitted for 2018/2019	12 returns to be submitted for 2019/20	Nil	Prepare and submit 3 VAT 2011 returns	Achieved.	None	None
Submission of EMP 501 returns by October and May	#	2 submitted for 2018/2019	2 returns to be submitted	Nil	Ensure submission of the Interim and Annual Tax submissions by 31 October 2019	Achieved	None	None
Accurate fixed asset register that reconciles with the general ledger	#	2018/19 Fixed Asset register	2019/20 Fixed asset register	Nil	2 Quarterly Physical verification of assets. 6 monthly reconciliations of fixed asset register to accounting system	Achieved	None	None
% expenditure of conditional grants by June 2019	%	38%	60%	R 9 250 977	30% YTD	Achieved. 84 % YTD was achieved as at 31 December on funding available.	None	None
Prepare and submit 2020/21 annual budget for approval by 31 May 2020.	#	Approved 2019/20 Budget by 31 May 2019.	Approved 2020/21 budget by 31 May 2020	Nil	Develop budget process plan & Adjustment budget.	Achieved The develop budget process plan & Adjustment budget before Exco on 11 December 2019 however there was a request to provide more	None	None



Performance Indicator	Unit	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets		Challenges	Corrective Measure
					Q1 & Q2	Achievements / Progress		
						details on the APP target dates		
Monitor mSCOA compliance	%	100% implementation	100% mSCOA compliance	R 122 000	Transacting live on the mSCOA system & integration to BCM system for reporting purposes.	Achieved.	None	None
% implementation of the Supply Chain Management Policy	%	100%	100%	Nil	100%	Achieved.	None	None
Develop and approve annual procurement plan.	#	Approved procurement plan	Approved procurement plan	Nil	Develop and approve annual procurement plan (Q1) Monitor compliance with approved procurement plan. (Q2).	Achieved.	None	None
Monthly evaluation of supplier performance and maintenance of contracts register.	#	Supplier Performance Evaluation and Contract register	Supplier Performance Evaluation and Contract register	Nil	6 Monthly supplier performance evaluation and updating of contracts register.	Achieved.	None	None
% LEVEL ONE BBEE expenditure on procurement of goods and services	%	42% Expenditure on BEE Level 1 Suppliers	75% Expenditure on BEE Level 1 Suppliers	Nil	50 % YTD Spending on BEE Level 1 procured goods and services	Achieved 75% Expenditure on BEE Level 1	None	None



Performance Indicator	Unit	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets	Achievements / Progress	Challenges	Corrective measures
Strategic Objective: 1.4 Organisational alignment to mandate								
Implementation of a revised organisational structure.	#	Approved Organisational Structure	100% Implementation of Revised Structure based on approved budget	R19 908 765	Q1 – Commence with the recruitment process including advertisement for approved funded positions. Q2- Finalise appointment of candidates.	Target Achieved Job adverts and Shortlisting were completed for 2 approved funded positions.	None	None
						Target Achieved Both positions: Project Manager: Tourism Development and Risk & Compliance Officer have been appointed. To start employment on the 1 st of January 2020.	None	None
Strategic Objective: 1.5: Efficient and effective Information Technology and Knowledge Management service								
Implementation of Enterprise Architecture/Master Systems Plan	%	Approved Enterprise Architecture/Master Systems Plan	25% (4 systems from MSP) Implementation of Enterprise Architecture/Master Systems Plan	R 800 000	Q1 - Commence with Supply Chain Processes for Systems (TOR's and advertisement) Q2 Appointment of Service Provider for Implementation	Target Achieved The advertisement for the Master System Plan Solutions has been completed	None	None
						Target Achieved Appointed Service Providers for Microsoft	None	None



						Office 365 and Development of BCMDA Website		
Smart City strategy developed	#	NIL	Developed Smart City strategy	NIL	Q1 – Conduct Research (Benchmarking) of Smart City initiative	Target Achieved The research for Smart City strategy has commenced	None	None
					Q2 Draft Smart City strategy	Target Achieved Draft Smart City Strategy has been developed	None	None
Strategic Objective 1.6: Effective and Efficient Corporate Services to advance Agency Performance.								
Ensure Performance contracts and work plans for all divisional staff are developed and signed.	#	100%	100% Compliance with PMDS Policy	NIL	Q1 - 100% performance agreements and work plans signed. Finalise 2018/19 annual performance reviews/ verification statements	Target not Achieved The divisions are still in a process of signing the Annual Performance Agreements and Workplans.	None	None
	#	100%		NIL	Q2 Quarterly performance discussions with staff on Q1 performance	Target Achieved Informal discussions were held in Quarter 2.	None	None
	#	100%		NIL	Q1 - 10% Vacancy Rate (Recruitment	Target Achieved	None	None



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Vacancy rate on funded posts			10% Vacancy Rate on Funded Posts		and filling of vacant funded posts)	Shortlisting for Project Manager: Tourism Development have been completed		
Percentage of women employed by the agency	%	63%	50 % of Women Employed	NIL	Q2 10% Vacancy Rate (Recruitment and filling of vacant funded posts)	Target Achieved Vacancy rate is 10%	None	None
Staff Turnover Rate	%	5.8%	12% Staff Turnover Rate	NIL	Q1 - 50 % of Women Employed	Target achieved 61% of Women Employed	None	None
Employee Relations Management		NIL	To have sound labour relations with no external dispute referrals	NIL	Q2 50 % Women Employed	Target achieved 61% of Women Employed	None	None
					Q1 - Not to exceed 12% Staff Turnover Rate	Target achieved No resignation in Quarter 2.	None	None
					Q2 - Not to exceed 12%Staff Turnover Rate	Target achieved The Workplace Committee Meeting was held on the 17th of September 2019	None	None
					Q1 - Quarterly Workplace Committee Meeting held	Target achieved The Workplace Committee Meeting was held on the 17th of September 2019	None	None
					Q2 - Quarterly Workplace	In Progress The Workplace Committee Meeting	None	None



Talent management (Learning & Growth)	%	55%	97% spent on approved training budget.	R 763 011	Committee Meeting held Q1 - 25% spent on approved training budget	will be held in January 2020. Target not achieved 3 Trainings have been implemented in the month of August 2019.	None	Training to be prioritised in Q2.
Internship and Learnership Programme developed	NIL	NIL	Development of Internship and Learnership Programme	NIL	Q2 - 50% spent on approved training budget.	Target Not Achieved 45% of training budget has been spent.	Most institutions do not conduct training in months of November and December.	The scheduled training will commence in January 2020.
					Q1 - Research and Benchmarking of Internship and Learnership Programme	Target not achieved The research for Internship and Learnership has commenced	None	More research work to be done in Q2
					Q2 - Draft Internship and Learnership Programme	Target Achieved The Internship programme has been developed.	None	None



Strategic Objective 1.7: Conducive Working Environment

Compliance with Health and Safety Standards	Approved H&S Procedures/ Appointed H&S reps	Compliance with Health and Safety Standards	NIL	<p>Q-1 Quarterly H&S Committee Meetings held</p> <p>Conduct quarterly safety audits</p>	<p>Target Achieved.</p> <p>The H&S Committee was held on the 30th of September 2019.</p> <p>Safety Audits to be done from Q3 when we in our new Offices</p>	None	None
EAP (Wellness) program developed	NIL	Developed and Implemented EAP Programme	R 100 000	<p>Q2 - Quarterly H&S Committee Meetings held</p> <p>Conduct quarterly safety audits</p>	<p>Target Achieved.</p> <p>H & S meeting was held on 26 of November 2019</p> <p>Safety Audits to be done from Q3 when we in our new Offices</p>	None	None
				<p>Q-1 Commence with Supply Chain Processes for EAP (TOR's and advertisement)</p>	<p>Target Achieved</p> <p>Tender for EAP was advertised on daily dispatch on the 16th of September 2019 and closing date is on the 25th of October 2019.</p>	None	None
				Q2 - Appointment of Service Provider for Implementation	<p>Target Not Achieved</p> <p>The EAP tender has been evaluated and it will be re-advertised.</p>	Low response from Service Providers.	To re-advertise nationally in Quarter 3.



Adequate office space acquired	IDZ Leased office space	Adequate Office Space in line with the approved organizational	R1 165 841	Q1 - Finalise Supply Chain Processes for new office space (Appointment)	<p>Target Achieved - Target Achieved The Office plan has been approved and the Agency is reviewing the Lease</p> <p>Target Not Achieved The landlord is busy with refurbishment.</p>	None	None	To relocate offices in Quarter 3.
				Q2 - Occupy new office premises		Finalisation of appointment for new office space.		



Performance Indicator	Unit	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets	Achievements / Progress	Challenges	Corrective measures
Strategic Objective 1.8: Effective Board Secretariat and legal support								
Board & committee meetings organised and recorded	#	All Board and Committee meetings properly organised	20	R2 026 060	Q1 - 9	ACHIEVED 9 Board and Committee meetings held (including 1 Round Robin meeting)	None	None
					Q2 - 9	2 Board and Committee meetings held NOT ACHIEVED	New Board appointed with effect from 1 September 2019. No Committees formed yet.	Board meeting scheduled in November 2019 and Committees formulated.
Implementation of board resolutions	%	All Board and Committee meetings resolutions implemented	100%	Nil	Q1 - 100%	ACHIEVED	None	None
					Q2 - 100%	ACHIEVED	None	None
Board Secretariat functions and legal support matters dealt with as per legislated timeframes	%	Effective Board Secretariat function	100%	Nil	Q1 - 100%	ACHIEVED	None	None
					Q2 - 100%	ACHIEVED	None	None



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Strategic Objective 1.8: Effective Board Secretariat and legal support								
Attend to all litigation matters attended to within timeframes	%	Attending to litigation matters within the legal timeframe	100%	R500 000	Q1 - 100%	ACHIEVED	None	None
Draft and review contract documents of the Agency	%		100%	Nil	Q2 - 100%	ACHIEVED	None	None
Ensure all negotiations with developers are within the prescribed legal framework	%		100%	Nil	Q1 - 100%	ACHIEVED	None	None
Develop and review lease agreements and related agreements for various land parcels	%		100%	Nil	Q2 - 100%	ACHIEVED	None	None
Review Service Delivery Agreement Annually	%		100%	Nil	Q1 - 100%	ACHIEVED	None	None
Facilitate quarterly meetings between Executive Mayor and Board Chairperson	#		4	Nil	Q2 - 100%	ACHIEVED	SDA reviewed and suggested amendments forwarded to BCM. In formal meetings held	Make a follow up with BCM. Meeting schedule to be arranged with the Office of the Mayor to formalise and record all meetings.
					Q1 - Nil	NOT ACHIEVED		
					Q2 - Nil	NOT ACHIEVED		



Performance Indicator	Unit	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets	Achievements / Progress	Challenges	Corrective measures
Strategic Objective 1.8: Effective Board Secretariat and legal support								
Facilitate quarterly meetings between City Manager and Chief Executive Officer	#		4	Nil	Q1 - Nil Q2 - Nil	NOT ACHIEVED	Informal meetings held. Incumbent on sick leave since October 2019.	Meeting schedule to be arranged with the Office of the Mayor to formalise and record all meetings.
						NOT ACHIEVED	Informal meetings held	Meeting schedule to be arranged with the Office of the City Manager to formalise and record all meetings
						NOT ACHIEVED	Informal meetings held. Incumbent on sick leave since October 2019	Meeting schedule to be arranged with the Office of the City Manager to formalise and record all meetings

Quarterly Targets for Strategic Goal 2: A dynamic tourist attraction destination through infrastructure investment and promotion



Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets	Achievements/Progress	Comments / Challenges	Corrective Measures
Strategic Objective 2.1: Tourism opportunities exploited in high value products							
Implementation Tourism Infrastructure Masterplan (TIM)	TIM developed	100% implementation of TIM phase 1	R1 000 000	Q1 - 25% implementation of TIM phase 1	Achieved	HSRC appointed to implement TIM phase 1	NA
				Q2 - 50% implementation of TIM phase 1	Not Achieved	25% Appointment of service provider. Concept & Deliverables document developed	There is a need to improve the deliverables and project implementation plan
Strategic Objective 2.2: To identify sports tourism infrastructure development opportunity							
Implementation of various sport tourism infrastructure program	Nil	Develop sport tourism infrastructure program	Nil	Q1 - Appointment of consultants	Achieved	HSRC appointed to implement TIM phase 1	NA
				Q2 - Concept Development	Achieved	Concept developed	NA
Strategic Objective 2.3: Global promotion of tourist attraction							
Globally recognized tourist attractions promoted	Nil	Package existing attractions	R200 000	Q1 - Audit of existing tourist attractions	Not achieved	Engagements for the sponsorship of the Iron Girl	Research and develop list of existing globally recognised events in the BCMIM.



Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly Targets	Achievements/ Progress	Comments / Challenges	Corrective Measures
Strategic Objective 2.4: Promotion of signature events with partners							
Signature events identified and promoted	Nil	Develop branding and marketing programme (BMP) for signature events	R100 000	Q1- Identification of signature events	Achieved	List of signature events complied	NA
				Q2 - Develop a branding and marketing plan	Not Achieved	Position paper has been developed on how the Agency can position itself around signature events	Getting a consensus on the approach that the Agency should adopt in supporting signature events. This may require the review of the Performance Indicator



Quarterly Targets for Strategic Goal 3: Acquire, plan, develop and manage land and buildings

Performance Indicator	Baseline	Annual target 2018/19	Budget FY 2018 / 19	Quarterly targets (activities)	Achievements/ Progress	Comments Challenges	Corrective Measures
Strategic Objective 3.1: Inner City Regeneration							
Development of a BCMM Business Improvement District Strategy (BIDS)	BIDS Strategy	Implementation Phase 1 of the University Town Concept	R2 010 000	Q1 – Appointment of service provider	Not Achieved	Appointment of service provider delayed due to delay in BSC sitting to review Tender Specifications which is dependent on approval of the Procurement Plan – only approved 27 August 2019. Tender only advertised on 20 Sept 2019. Compulsory briefing session held on 26 Sept 2019.	Appointment of service provider to be made in Q2. Closing date for tenders is 11 Oct 2019. The project will need to be fast-tracked to ensure upgrading and improvements start in Q2.
Business forums held to discuss progress on implementation of BIDS	NIL	4	R50 000	Q2 – Urban Upgrading Improvements in Quigney Q1 - 1	Not Achieved Achieved	Appointment of service provider not yet effected. BEC currently busy with evaluation process due to high volume of responses. Workshop between EPMO, National Treasury and BCMDA on 22 July 2019 to ensure alignment of BIDS within the BCM BEPP.	Appointment of service provider to be made in Q3. Agreement on the approach for BIDS and various responsibilities paved the way for a Stakeholder workshop in Q2.



<p>Grant proposals submitted for Township Economic Revitalisation (TER) IN Duncan Village</p>	<p>Nil</p>	<p>1 Township Renewal Grant proposal submitted</p>	<p>R300 000</p>	<p>Q2 - 1</p>	<p>Achieved</p>	<p>BIDS Workshop with various stakeholders held on 31 October 2019.</p>	<p>Due to the budget and cost for workshops it was proposed that the number be reduced to 2 during the Mid-Term adjustment period.</p>
				<p>Q1 – Appointment of Service Provider to Conduct a Feasibility Study and Business Plan on TER</p>	<p>Not Achieved</p>	<p>Due to the less than requested (thus insufficient funding) for this indicator received, a request was for this amount to be re-assigned during the mid-term budget review towards the Master Plan for ICDP</p>	<p>Request was made to EXCO for transfer of this funds in mid-term budget review. This was agreed in principle subject to relevant legislated processes being followed and this indicator be provided for in the 2020/21 APP and Budget. It should be noted that a Proposal for a Waste Management Project in Duncan Village (R49 672 500.00) has been prepared and submitted in July to National Treasury for funding from the European Union.</p>
				<p>Q2 – Report: Research and Public engagements on needs to ensure a successful TER</p>	<p>Not Achieved</p>	<p>Appointment of Service Provider (Transactional Advisors) to Conduct a Feasibility Study and Business Plan on TER to be done in Q3</p>	<p>Fund Transfer agreed by EXCO rescinded to ensure DV and other areas benefit broadly from sectors other than waste management.</p>



<p>Development of a Master Plan for an Industrial Cluster Development Programme (ICDP) for BCMM</p>	<p>NIL</p>	<p>Fully developed ICDP Master Plan in conjunction with ECDC, ELIDZ and local universities</p>	<p>R300 000</p>	<p>Q1 – Service Provider appointed for the development of a Masterplan Q2 – Desktop research ICDP and engagements with relevant stakeholders</p>	<p>Not Achieved</p>	<p>Terms of reference have been developed for service provider This project resides with the Manager: Investment Promotion & Tourism Development (IP&TD)</p>	<p>Funding allocation for project to be initiated. Issue out call for service providers. Project will be moved during the mid-term budget review</p>
<p>Commencement of Planning on Sleeper Site</p>	<p>ULI Best Use Framework</p>	<p>Project Preparation completed</p>	<p>R624 744</p>	<p>Q1 – Project Packaging (Site investigation and development proposal) Q2 – Project Packaging (Property Plan and MFMA Section 14(2) approval</p>	<p>Achieved</p>	<p>Appointment of a Transactional Advisor commenced in the previous FY and assistance with the evaluation and negotiation of Sleeper Site and other land parcels started in July 2019 Various engagements ensued with Board and BCM Councillors to advise on the development framework and plans for Sleeper Site</p>	<p>Project information as part of an RFP for Sleeper Site and other land parcels were issued in the previous FY and project packaging is in progress. Note: due to a different process as pre-empted at APP development stage the budget will be moved to (IP&TD) during the mid-term budget review as top-up for the ICDP To ensure this project is implemented, Lease and Development Agreements needs to be concluded. This is currently in progress.</p>



Commencement of Planning on Victoria Grounds	NIL	Project Preparation completed	NIL – TURNKEY	Q1 -Project Packaging (Site Investigation and Development Proposal)	Achieved	Project package was submitted in August but did not meet the required standard as set by BCMMDA	Since this is an unsolicited bid as resolved by Council an additional period was provided to the preferred Service Provider, True2Purpose (T2P) to submit the requirements, failing which a different process will be followed.
Strategic Objective 3.2: A well-developed beachfront				Q2 - Project Packaging (Property Plan and MFMA Section 14(2) approval	Achieved	Project package was Re-submitted in October 2019 and needs to be evaluated by BEC prior the advert for objections / alternatives in Q3.	BEC to speed up process to ensure compliance with NT regulations for Unsolicited Bids.
Development of Phase 1 of the Integrated Beach Front Plan (IBP) in Leaches Bay	NIL	Integrated Beachfront Programme	R2 000 000	Q1 – Service Provider appointment	Not Achieved	Appointment of service provider delayed due to delay in BSC sitting to review Tender Specifications which is dependent on approval of the Procurement Plan – only approved 27 August 2019. Tender only advertised on 20 Sept 2019. Compulsory briefing session held on 26 Sept 2019.	Appointment of service provider to be made in Q2. Closing date for tenders is 11 Oct 2019. The project will need to be fast-tracked to ensure upgrading and improvements start in Q2.



<p>Commencement of project implementation (upgrade and expansion) at Water World</p>	<p>Water World Concept</p>	<p>Phase 1: upgrading completion at Water World</p>	<p>R33 000 000</p>	<p>Q2 – Implementation of environmental upgrade</p>	<p>Not Achieved</p>	<p>Appointment of service provider not yet effected. BEC currently busy with evaluation process due to high volume of responses.</p>	<p>Appointment of service provider to be made in Q3.</p>
				<p>Q1 – Earthworks completed</p>	<p>Not Achieved</p>	<p>The appointment of a service provider delayed due to Geotechnical studies that had to commence as advised by the PM Consultant. In addition, delay in the BSC process delayed appointment of a Service Provider</p>	<p>Tender was advertised in August and closed on 6 Sept 2019. The compulsory briefings were held on 14 and 15 August 2019. The BEC process started but the volume of responses coupled with other demands from BEC members have been the main challenge for delays to have a SP on site for start of construction works. DF has made a request for the BEC process to be sped-up</p>
				<p>Q2 – Landscaping completed</p>	<p>Not Achieved</p>	<p>The appointment of the Service provider delayed due to volume of responses. Appointment thus only effected in December 2019. Legal compliances to be finalised in Q3 as well as SMME packages</p>	<p>Ensuring with the assistance of the PM team that work processes be sped up.</p>



<p>Commencement of project implementation at Court Crescent</p>	<p>Court Crescent Concept</p>	<p>Phase 1: upgrading completion at Water World</p>	<p>R30 000 000</p>	<p>Q1 – Earthworks completed</p>	<p>Not Achieved</p>	<p>The appointment of a service provider delayed on-site works. This was due to Geotechnical studies that had to commence as advised by the PM Consultant. In addition, delay in the BSC process delayed appointment of a Service Provider</p>	<p>before actual work can commence.</p>	<p>Tender was advertised in August and closed on 6 Sept 2019. The compulsory briefings were held on 14 and 15 August 2019. The BEC process started but the volume of responses coupled with other demands from BEC members have been the main challenge for delays to have a SP on site for start of construction works. DF has made a request for the BEC process to be sped-up</p>
				<p>Q2 – Landscaping completed</p>	<p>Not Achieved</p>	<p>The appointment of the Service provider delayed due to volume of responses. Appointment thus only effected in December 2019. Legal compliances to be finalised in Q3 as well as SMME packages before actual work can commence.</p>	<p>Ensuring with the assistance of the PM team that work processes be sped up.</p>	



Commencement of concept design and upgrading of the Esplanade	N/A	Concept Designs approved	NIL	Q1 - Consultant Team appointed for design and implementation services Q2 - Public engagements for concept development	Not Achieved	Due to non-availability of funds this project cannot start.	During the mid-term budget review this project will be removed from the APP.
Commencement on Planning on Marina Glen A	NIL	Project Preparation completed	TURNKEY	Q1 - Project Packaging (Site investigation and development proposal)	Achieved	Appointment of a Transactional Advisor commenced in the previous FY and assistance with the evaluation and negotiation of Sleeper Site and other land parcels started in July 2019	Project information as part of an RFP for Marina Glen A and other land parcels were issued in the previous FY and project packaging is in progress.
Environmental Upgrade of Marina Glen B	NIL	Environmental upgrade of Marina Glen B	R1 000 000	Q2 - Project Packaging (Property Plan and MFMA Section 14(2) approval Q1 - Situational Analysis, Basic upgrading design and stakeholder engagement	Achieved	Various engagements ensued with Board and BCM Councillors to advise on the development framework and plans for Marina Glen A A survey has been conducted in the previous FY with both services providers and users of the space. The Report has not yet been	To ensure this project is implemented, Lease and Development Agreements needs to be concluded. This is currently in progress. These two modalities will be used as a basis for contractors to assist with the environmental upgrades needed for the space. In addition, and as



						finalised by IP&TD. BCMMD provided the Feasibility Study developed in 2010 that are confirmed to be still relevant to date.	part of a precinct the space will be redesigned by the Services Provider appointed for Marina Glen A. The Survey Report that will assist in guiding upgrading will be completed in Q2.
					Q2 – Appointment of Service Provider	Appointment of service provider not yet effected. BEC currently busy with evaluation process due to high volume of responses.	Appointment of service provider to be made in Q3.

Quarterly Targets for Strategic Goal 4: The facilitation and delivery of socio-economic development programmes

Performance Indicator	Baseline	Annual target 2018/19	Budget FY 2018 / 19	Quarterly targets (activities)	Achievements/ Progress	Comments / Challenges	Corrective Measures
Strategic Objective 4.1: Job Creation & Economic Development							
Implementation of an Inner-City Safety Programme	City Improvement District – Safety and Security	1 Inner-City Safety programme implemented	R3 333 333	Q1 -- Service Provider appointment for Inner-City Safety programme	Not Achieved	Current Service Provider (Falcolux) still under contract until end October 2019 and new SP could not yet be appointed.	Appointment of service provider to be made in Q2.



<p>Implementation of a Waste Management Programme with DEA</p>	<p>NIL</p>	<p>Implementation of Waste Management Programme with DEA (DEFF)</p>	<p>R9 250 977</p>	<p>Q2 – Implementation of Inner-City Safety programme</p>	<p>Achieved</p>	<p>Service provider appointed in December 2019 and assumed duties immediately.</p>	<p>Continuous monitoring to ensure services in 3 designated areas are effectively implemented.</p>
<p>Implementation of Waste Management Programme with DEA</p>	<p>NIL</p>	<p>Implementation of Waste Management Programme with DEA (DEFF)</p>	<p>R9 250 977</p>	<p>Q1 – Public Process with Ward Councillors Develop TOR for upgrade of EL Buy-Back Center and advertise for Consultant Procurement of PPE, medicals and containers</p>	<p>Achieved</p>	<p>Various engagements on a one-on-one basis occurred with Ward Councillors The TOR for upgrade of the EL BBC developed and advertised in August but all respondents non-compliant. We had to re-advertise in September 2019 Procurement of various items occur on a monthly basis</p>	<p>BEC needs to speed up the process of Evaluation so that the design component can start as it is central to the success of this project.</p>
<p>Implementation of Waste Management Programme with DEA</p>	<p>NIL</p>	<p>Implementation of Waste Management Programme with DEA (DEFF)</p>	<p>R9 250 977</p>	<p>Q2 – Appointment of Consultant and Draft designs and submission of EL BBC plans to BCMM Implementation of cleaning services</p>	<p>Achieved</p>	<p>Consultant appointed but had to be withdrawn because the EL BBC burnt down. The BP thus needs to be amended to ensure reprioritisation. Cleaning services happen daily in targeted sites.</p>	<p>Amendment of targets needs to happen in the mid-term review process as advised by AG. In addition, the BP needs amendment to respond with appropriate deliverables that can replace the EL BBC.</p>



Commencement of Planning on Water World Camp Site	NIL	Implementation of Camp Site at Water World	NIL	Q1 - Appointment of Design and Implementation Consultants Q2 - Conceptual designs and public engagement	Not Achieved	No confirmation from BCMM or DEA / DEFF on start of the project	Continuous follow-up with DEA and BCMM
Implementation of a Corporate Social Investment (CSI) programme	CSI Programme	10 NPO's supported	R300 000	Q1 - Tender and Assessment Q2 - NPO selection	Not Achieved	No confirmation from BCMM or DEA / DEFF on start of the project	Continuous follow-up with DEA and BCMM indicates that this project is part of the 5-year plan but currently not a priority. This project will be removed during adjustment process.
NPO's trained on CSI Programme	N/A	10 NPO's	R50 000		Achieved	Specification drafted and approved by the CSI Committee. Tender advert and Assessment delayed due to competing work by CSI members	Tender to be advertised and Assessment to commence in Q2
						Only 4 NPO's qualified and met the requirements for selection and were duly appointed.	The number needs to be adjusted in review process. Tranche payments to be made in Q3.
				Q1 - N/A	N/A	Needs assessment conducted once appointment of NPO's in Q2	Training to commence in Q3.



				Q2 -- Needs Assessment conducted	Not Achieved	Needs assessment to be conducted in Q3.	Training to commence in Q3.
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Quarterly Targets for Strategic Goal 5: High growth industrial economy through project preparation, packaging and investment facilitation

Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly targets (activities)	Achievements/ Progress	Comments / Challenges	Corrective Measures
Strategic Objective 5.1: Facilitation and promotion of investment activities within BCMIM							
BCMIM Investment conferences held	Investment Conference held	Investment Conference held	R150 000	Q1 - Develop concept with partners and marketing the event	Achieved	Draft programme developed and endorsed by EXCO. Broad outline of the programme has been discussed with the Boarder Kie Chamber of Business Tourism Committee.	Notwithstanding this a more aggressive approach should be taken to market the event.



Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly targets (activities)	Achievements/Progress	Comments / Challenges	Corrective Measures
Development of Investor Support Programme (ISP)	Nil	Develop Investor Support Programme	Nil	Q2 - 1 Investment Conference held Q1 - Approval of Investor Support Strategy concept	Achieved The Investment Conference was held on 27-29 November 2019. Draft report developed Not Achieved	None Lack of budget has delayed the commencement of this project.	None Locate alternative budget or funding partners
Participation in investment promotion mission of BCMM.	MoU with LED4 Joint Directorate.	MoU with LED4 Joint Engagements with BCMM	Nil	Q2 - Appointment of service provider for the development of ISP Q1 - Joint engagement with BCMM. Develop project booklet (CD). Q2 - Joint engagement with BCMM	Not Achieved Achieved Participated in two incoming investment promotion events and one outgoing event. Achieved Jointly participated in outgoing missions in China. The Agency further participated in National Investment Conference	Lack of budget has delayed the commencement of this project. None	Potential funding sources will be identified. Consideration will also be given to execute the project in house. None



Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly targets (activities)	Achievements/ Progress	Comments / Challenges	Corrective Measures
City International trade & investment(T&I) agreements reviewed and engaged	MoU with International Corporation (Mayor's Office)	Review and engagement of 4 investment agreements	Nil	Q1 - Conduct review of 4 investment agreements	Not Achieved	Packaging of Investment opportunities on 4 reviewed investment agreements.	Engage with 4 profiled cities (Present packaged investment opportunities).
Implementation of a Marketing Demand Creation, plan and Go-to-Market Strategy	SDA	100% Development of BCMIDA land parcels marketing programme (MP)	R 200 000	Q1 - Appoint marketing company to develop marketing programme (MP) Q2 - Profiling of 4 City T&I agreements	Not Achieved	Limited internal capacity to drive the programme Process of developing terms of reference commenced. Consolidate budgets towards developing strategy.	The unit is in the process of acquiring additional capacity to address this challenge. Consolidated budgets. Complete terms of reference



Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly targets (activities)	Achievements/Progress	Comments / Challenges	Corrective Measures
Market Research Index developed	Nil	1 Market Research Index developed	R 150 000	Q1 - 1 Stakeholder engagement Q2 - Develop a marketing Programme	Not Achieved	No new land parcels have been assigned to the agency. Therefore, the marketing process cannot be realised until new land parcels are assigned to the agency.	Constant engagement with the city on available land parcel
					Not Achieved	Due to non-availability of funds this project has not started. Notwithstanding this informal engagement have commenced with ECSECC and ECRDA to explore the elements and scope of work.	The unit will seek out funds from other programmes



Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly targets (activities)	Achievements/Progress	Comments / Challenges	Corrective Measures
Strategic Objective 5.2: Transport and Logistics industrial network that supports economic growth							
Research study on transport & logistics network conducted	MoU with BCMMD EPMD	1 Research study on transport and logistics network conducted	R 50 000	Q1 - Mobilise funding for research study Q2 - Conduct study on transports	Not Achieved	Due to non-availability of funds this project has not started.	The unit will seek out funds from other programmes. The work may also possibly be undertaken under the MOU that is being finalised between the Agency and the CSIR.
					Not achieved	Concept has not been developed. The unit will be engaged potential partners for support in developing programme	Explore partnership with CSIR
					Not achieved	Concept has not been developed. The unit will continue to engage potential partners to provide support in developing the programme	Explore partnership with CSIR and UFH.
Strategic Objective 5.3: Facilitation of SMME development							

BUFFALO CITY METROPOLITAN DEVELOPMENT AGENCY

HALF YEARLY PERFORMANCE REPORT FOR FY 19 /20



BCMDA
BUFFALO CITY METROPOLITAN
DEVELOPMENT AGENCY

Performance Indicator	Baseline	Annual Target for FY 2019 / 20	Budget for FY 2019 / 20	Quarterly targets (activities)	Achievements/ Progress	Comments / Challenges	Corrective Measures
Database of SMME funding sources developed	Nil	1 Database of SMME funding sources developed	NIL	Q1 - Identification of funding sources	Achieved	SMMEC funding databased sourced from Ukwanda Growth Partners	Nil
SMME Development Strategy developed	Nil	Development of Strategy	R 100 000	Q2 - Develop a database of SMME funding sources Q1 - Appoint consultant	Achieved SMME funding database sourced from Ukwanda Growth Partners. However, the database need some updating. Not achieved	None Due to non-availability of funds this project has not start.	None The unit will seek out funds from other programmes
				Q2 - Consultative workshop with SMME's	Not achieved	Due to non-availability of funds this project has not start.	The unit will identify potential funding sources. Consideration will also be given to executing the project in house.

pp: Duthob

MR BULUMKO NELANA

CHIEF EXECUTIVE OFFICER

DATE: 17 JANUARY 2020