



**BCMDA**  
**BUFFALO CITY METROPOLITAN**  
DEVELOPMENT AGENCY

## **Annexure A**

### **QUARTER 3 PERFORMANCE REPORT**

**01 JANUARY 2017 – 31 MARCH 2017**

## **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

## 1.5 STRATEGIC ALIGNMENT

<b>MGDS 2030 Strategic Pillar</b>	<b>BCMDA Outcome Oriented Goal</b>	<b>BCMDA Strategic Objective</b>
A Well Governed City	A stable and fully capacitated agency to deliver on its mandate efficiently and effectively	<ul style="list-style-type: none"> <li>• Equitable and sound corporate governance</li> <li>• Adequate and appropriately skilled staff</li> <li>• Efficient and effective information technology and knowledge management service</li> <li>• Effective board secretariat and legal support</li> <li>• Effective brand management and communication</li> </ul>
Innovative & Productive City	Improved number of tourists and tourism spend in Buffalo City	<ul style="list-style-type: none"> <li>• Tourism opportunities exploited in high value products</li> </ul>
A Spatially Transformed City	Efficient, productive and sustainable management of land and buildings	<ul style="list-style-type: none"> <li>• Inner City Regeneration</li> <li>• A well-developed beach front</li> </ul>
A Green City	Improved socio-economic benefits within Buffalo City	<ul style="list-style-type: none"> <li>• Effective open space management</li> <li>• Job creation</li> </ul>

## 1.6 ACTIVITIES AND QUARTERLY TARGETS FOR 2016/17

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/Progress	Challenges	Corrective Measures
Effective board Secretariat and Legal Support	Number of board & committee meetings organised and recorded	17	16	Q1 - 4 Q2 - 4	Q1 - 4 Q2 – 8 board and committee meetings were held	Printing of documentation is costly In terms of quarter two, additional meetings were organised and recorded for the Audit committee and the board due to the AGSA processes. The Audit Committee remuneration is proving a challenge in that the Audit committee is a sub-committee of the board and other subcommittees pay R 3500 while the Audit committee gets R 7000 in accordance with rates set by municipality.	Procurement of Electronic Document Management System A suggested Board Remuneration Policy which seeks to regulate and standardise remuneration was prepared in June 2016 by Company Secretary and submitted to BCMM. This policy is yet to be approved. Continuous engagement will take place to ensure that there is a new policy in place.
				Q3 - 4	Q3 - 7	None	None
				Q4 -	Q4 -		

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
Percentage Implementation of board resolutions	90%	100%	Q1-100% Q2- 100% Implementation of board resolutions Q3-100% Q4-	Q1-100%	Q1-100%	N/A	N/A
				Q2- 100% Implementation of board resolutions	Q2- 100% Implementation of board resolutions	N/A	N/A
				Q3-100%	Q3-100%	N/A	N/A
				Q4-	Q4-		
Percentage of legal matters ( including litigation) dealt with as per legislated timeframe	100%	100%	Q1-100% Q2- Marina Glen issue on progress	Q1-100%	Q1- No litigation issues undertaken yet. However, BCMDA has written to the BCMM to initiate a process of setting aside the Marina Glen agreements.	Awaiting a response from the municipality to a letter sent to Acting City Manager after a meeting with the legal services department given that the municipality should be the applicant.	We need to have a budget line for our own litigious processes We need an agreement with municipality on how to deal with joint legal matters
				Q2-	Q2- Marina Glen issue on progress	Partnering with Municipality on litigation can be time-consuming and drawn out. In respect of quarter two and although this matter was not necessarily planned for the quarter, BCMM has delayed us in mounting a court challenge in respect of Marina Glen A. This is	We need to have a budget line for our own litigious processes.  The CEO has written to the Municipal manager about this matter. The Company Secretary has spoken to and written to the Head of Legal Services. In addition, he has also spoken to and copied the head of governance at

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					due to their refusal for a joint application notwithstanding the fact that the Agency are not holders of the title deed in respect of that land and thus any application alone is at risk of failure due to issues of Locus Standi.	BCMM as a form of intervention and escalation.	

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					<p>Flowing from adjudication of the tender for precinct plans and designs, the Agency received a request from Gibb architects, a losing bidder, for information on this tender. This was supplied and it transpired that they lost because of their B-BEEE rating was low. So, they requested that we provide them with the winning bidder's certificate which we did.</p> <p><b>SVA</b> This service provider which was part of a consortium with Gibb Architects sent us a letter indicating an intention to object to the award even though the reasons were not provided at that stage.</p>	<p>We have provided the documents as requested and that is the end of the matter as far as we are concerned.</p> <p>We provided a response on facts and will wait for a formal objection.</p>	

<b>Strategic Objective</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Annual target 2016/17</b>	<b>Quarterly targets (activities)</b>	<b>Achievements/ Progress</b>	<b>Challenges</b>	<b>Corrective Measures</b>
				Q4-	Q4-		
Equitable and Sound Corporate Governance	Ensure compliance with Corporate governance prescripts	Nil	Finalisation of SDA for Approval	Q1 – Drafting of SDA	Q1 – SDA drafted and submitted for signing	The Municipality took very long to provide feedback and input to enable finalisation. Municipality abdicated the process that was theirs and left entirely at the Agency's hands	This was escalated at senior administrative and political level so that the agreement can be concluded
				Q2 – Signed SDA	Q2 - SDA has been signed but Land Availability Agreement outstanding	The Land Availability Agreement has been prepared and send to the Municipality, however it has not been signed with the City intending to take it to Council for approval before it can be signed. This leads to uncertainty in terms of what the agency can do on the identified parcels of land.	Continuous engagement at the level of the CEO and Acting City Manager is taking place to finalise this matter.
				Q3 – Nil	Q3 – The following Corporate Governance Policies were	None	The work of revising the MoI is ongoing.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
No of HR Policies developed and reviewed		Nil	Develop Training and skills development policy and code of conduct.		<p>drafted and approved by the board:</p> <p>Code of Ethics; PAIA Manual; Gift &amp; Hospitality; &amp; Declaration of Interest and Outside Business Involvement</p> <p>A reviewed Mol was tabled before the board and the view was that there are more areas to consider in the Mol and so that work must continue.</p>		
					Q4 –	Q4 -	
				Q1 – Review recruitment policy	Q1 – Achieved and now policy is replaced by Talent Acquisition and on boarding policy that was approved by the Board on 26th of August 2016.	N/A	N/A

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
			Review Recruitment policy and Remuneration policy	Q2 – Review Talent Acquisition Policy and Develop Training & Skills Development Policy	Q2 – Remuneration Policy was reviewed and approved in the board meeting of 11 November 2016.  Training & Skills Development policy is still being developed.	Delays in developing the policy were caused by capacity challenges given that the Executive Manager: Corporate Services had to focus on the recruitment process.	The policy will be presented to the board in Quarter 3.
				Q3 – Develop code of conduct policy	Q3 - none	Priorities changed and the Training and Skills Development Policy was more urgent.	To develop the code of conduct policy in Q4
				Q4 –			
	Number of policies developed, implemented and reviewed	Nil	1 SCM policy reviewed and approved	Q1 - Nil  Q2 – SCM policy revised and approved.  Develop standard operating procedures.	Q1 - None  Q2 – Achieved: SCM policy revised and approved by the Board.  Standard operating procedures were developed and presented at Exco.	N/A	NA
			2 New policies	Q3 – Develop and approve 2	Q3- Partially Achieved: Asset	Investment and Cash	The investment and cash management

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			developed and approved. (Asset management and Investment/cash management policy)	new policies (Asset management & Investment/cash management policy)	Management Policy was developed and approved by the Board in March 2017.	Management Policy was not developed as yet due to business demands in the Finance Division. Demands included both the 2016/17 adjustment budget and 2017/18 MTREF Budget that needed to be finalised by end of January 2017. In addition, the engagements and effort required to resolve the procurement of an mSCOA system which needed to be resolved in February to achieve the budget reforms deadline of 31 March 2017 and ensuring compliance by 01 July 2017.	policy will be developed and finalised for tabling in the Board meeting that is scheduled to take place in Quarter 4.
				Q4 -	Q4-		
Auditor - General Audit Opinion	Unqualified Audit Report	Unqualified Audit Report		Q1 - Nil	Q1 - None	None	None
				Q2- Unqualified audit opinion	Q2 – Achieved (Unqualified audit	None	None

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					outcome on both BCDA and BCMDA AFS was achieved)		
				Q3 - Q4 - Nil	Q3 - Q4 - Nil	None	None
Percentage Implementation of risk based internal audit plan	Nil	Risk based internal audit plan	Q1 – Procurement of service provider and conclusion of SLA	In progress. The terms of reference were developed and approved in September 2016.	The procurement process only started towards the end of the 1 <sup>st</sup> quarter. This was due to systematic processes that needed to be addressed as this is the agency's first year of operating independently of the parent municipality.	The procurement process only started towards the end of the 1 <sup>st</sup> quarter. This was due to systematic processes that needed to be addressed as this is the agency's first year of operating independently of the parent municipality.	Invitation for tenders was published which closed on 18 October. The process will be concluded before the end of October 2016 and the contract will be concluded immediately after conclusion of the process. The aim is to catch up with the deliverables for the next two quarters.
			Q2 - Drafting of risk management strategy doc & Risk Register	Q2- Not achieved	Due to other business demands, the procurement process was only	The opening meeting with the service provider took place on the 12th January 2017, wherein an	

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					concluded in December 2016 and the appointment letter was issued to the service provider that won the tender		agreement was reached on how to catch up with the quarterly targets that were initially set. By the end of quarter 3, a risk management workshop, risk register and the internal audit plan would have been concluded and endorsed by the Audit Committee.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					framework has been developed.		
				Q4 – 25% Implementation of internal audit plan.			
	Percentages Implementation of audit recommendations from audit reports	90%	90%	Q1 – Nil	Target for Q1 is Nil. However previous audit issues that were reported by the AG in the 2014/15 audit were addressed during the 2015/16 financial year.	None	None
				Q2 – 20% (Develop an audit action plan)	Q2 – Not Achieved	The full management report was not received timeously as the audit was concluded, the audit team was still finalising the report. The report was received on 7 December 2016.	The audit implementation plan will be concluded before the end of January 2017 and will be shared with EXCo before tabling to both the Audit Committee and the Board.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
				Q3 – 35% Implementations of action plan	<p>Q3 – 73% achieved.</p> <p>An audit action plan was developed and presented to all staff at the planning session in January 2017. The plan was further presented to the AC in February 2017, comments on which are anticipated to be received in the next AC meeting scheduled to take place in April 2017.</p> <p>Implementation of the plan has been achieved and is in progress as majority of the items affect the daily operations. 73% of the items listed has been implemented.</p>	None	None

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
				Q4 – 35% implementation of audit action plan)			
	Percentage Expenditure			Q1 – 22.5%	Q1 – 19% expenditure incurred in Q1	There is a 3.5% variance between the target and actual, which is not huge.	The agency will catch up with the procurement of items that would assist the service delivery and support the objectives of the agency.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
				Q3 – 27%	Q3 – Not Achieved	expenditure incurred on the consultants line item which has a huge budget following the employee related costs.	
						% Expenditure for this quarter is 20% which is 7% less than the target. The reason is as a result of minimal spending on the GMC grant as other items have not yet been procured and consultancy services wherein the design of precinct plans is still at the commencement stage (service provider appointed on 01 March) YTD expenditure however is 58%.	Expenditure will be closely monitored and ensuring that divisions follow up invoices on work completed or where services were rendered. A report in this regard will be present in the divisional bi-monthly meetings.
						Q4 – 27%	Q4 –
Adequate and appropriately skilled staff	Percentage vacancy rate on funded posts	56%	20%	Q1 - 45%	Q1 – The vacancy rate is currently at 44.5%, but	N/A	N/A

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
Percentage of women employed					recruitment is continuing		
				Q2 – 35%	Q2 – The vacancy rate is current at 35.2 % (11 of the 17 funded posts are filled)	N/A	N/A
				Q3 - 20%	Q3 - The vacancy rate is currently at 11.7% (15 of the 17 funded posts are filled)	None	None
				Q4 –	Q4 –		
		42%	50%	Q1 – 50%	Q1 - 50% of the current staff of 10 people are women	NONE	NONE
				Q2 - 50%	54.5% of the current staff of 11 people are women	NONE	NONE
				Q3 - 50%	Q3 - 53.3% of the current staff of 15 people are woman	NONE	NONE
				Q4-	Q4-		
	Percentage implementation of Performance Management system	Nil	100%	Q1 - 100%	Q1 – 66.7% of qualifying staff have undergone a performance management system	No policy and guidelines in place	Formulation of Performance management policy and procedure

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
				Q2 – 100%	Q2 – 66%	Still conducting the half year personal performance reviews.	Formulation of Performance management policy and procedure
				Q3 – 100%	Q3 – 66%	Quarterly performance reviews are being undertaken and submissions are yet to be received from units.	Performance reviews to be conducted first week after end of each Quarter
				Q4 -	Q4 -		
Efficient and effective Information Technology and knowledge management service	Percentage of a web based Electronic Program Management system	Nil	10% Master Plan	Q1 – Recruitment of IT person	Q1 – Ongoing. ICT position was advertised on 01 September 2016 with a closing date of 18 Sept. We are now busy with shortlisting	Lots of applications received and we were understaffed to process/ capture applications in the system.	Have receptionist assisting in capturing master lists
				Q2 – Placement of ICT Admin and draft the Master System Plan	Q2 – An offer has been made to an ICT Administrator and the candidate will assume duty	None	Upon assumption of duty the ICT Administrator will fast-track the process of drafting of Master System Plan.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
				Q3 – Master systems plan developed (ICT Strategy)	on 01 February 2017.  Q4 - ICT Strategy developed.	None	
				Q4-	Q4-		
	Percentage implementation of an Electronic document managements system	Nil	Business process documented	Q1 – Recruitment of an ICT person	Q1 – Ongoing. ICT position was advertised on 01 September with a closing date of 18 September 2016. We are now busy with shortlisting.	Lots of applications received and we were understaffed to process/ capture applications in the system.	Have receptionist assisting in capturing master lists
				Q2 – Draft business process document for all agency processes	Q2 – An offer has been made to an ICT Administrator and the candidate will assume duty on 01 February 2017.	ICT person to start in Q3. Had to serve notice in Jan 2017	Upon assumption of duty the ICT Administrator will fast tract the process of drafting of business process document
				Q3 – Approved Business Process Document	Q3- None	ICT Administrator was only appointed in Q3	EDMS will be done in 2017/18 Financial Year as a result of budget provision.

<b>Strategic Objective</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Annual target 2016/17</b>	<b>Quarterly targets (activities)</b>	<b>Achievements/ Progress</b>	<b>Challenges</b>	<b>Corrective Measures</b>
Effective Brand Management and communication	Percentage implementation of Marketing Strategy	Nil	Marketing strategy developed and implemented	Q1 – Recruitment of the Marketing person	Q1 – Ongoing. Marketing position advertised on 01 September with a closing date of 18 September 2016 and shortlisting process started.	Lots of applications received and we were understaffed to process/ capture applications in the system.	Have receptionist assisting in capturing master lists
				Q2 – Draft Marketing Strategy Developed	Q2 – Job offered and accepted and later declined.	Successful candidate declined the offer after originally accepting. The second candidate also declined the offer.	The CEO will decide in Quarter 3 whether to re-advertise or headhunt for the communications and marketing position.
				Q3- Approved marketing strategy	Q3 - Marketing Manager appointed	Marketing manager was only appointed in Quarter 3	The Marketing Strategy to be developed and approved within Quarter 4.
				Q4-	Q4-		
Tourism opportunities exploited in high value products	Number of tourist attractions activities implemented	1	1	Q1 - Nil	None yet but various engagements took place with organisations that presented tourism products to BCMDA i.e. ECESA, Berlin Horse racing and	Marketing Manager need to be appointed, Funding, Cooperation agreements with various tourism driven organisations be secured	Appointment of Marketing Manager. Agreements in place for cooperation.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					EL Fashion Festival		
				Q2 - Nil	<b>None</b> - However Proposed assistance to Berlin November and EL Fashion Festival Event for marketing collateral purposes	None	Berlin November assistance not provided. Fashion Festival to allow free marketing on 15 Dec 2016
				Q3 - 1	Marketing Manager appointed	None	None
				Q4			
	Percentage development of Water World as a leisure tourist site	20%	20% (Designs developed and approved)	Q1 - Review of LSDF	Reviewed the EL Beach Front LSDF to develop Business Plan and Feasibility	Funding availability and timeous approvals by BCMM; Appointment of Project Manager: Infrastructure Projects	Source funding. Include in Tender for Precinct Plans.
				Q2 - Advert for Precinct Plan	Precinct Plans advertised on 08 December 2016 in the Daily Dispatch. Compulsory Briefing session scheduled took place on 15 December 2016. Visit to Ushaka Marine to get better	Funding of actual implementation remains biggest risk. BCMM to be approached for 2017/18 financial year implementation	Awaiting appointment of Consultants (BCMM and BCMDA) to explore best options

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					understanding on operational model.		
				Q3 - Appointment of Service Provider	Evaluation and adjudications took place and Service Provider appointed on 1st March 2017.	Funding commitment from BCM to ensure cost of Consultancy Services is sufficient	Various meetings and resolution to ensure projects are funded
				Q4 – Precinct Plans designed and approved	Provided advise to Invest Buffalo City on potential City Improvement District methodology that BCMDA can further develop		
Inner City Regeneration	Number of City Improvement Districts	1	1	Q1 - Desktop review of various forms of CID	Provided advise to Invest Buffalo City on potential City Improvement District methodology that BCMDA can further develop	Funding availability; Appointment of Project Manager: Socio-Economic Projects	Visits to various organisations and development of a concept for BCMM. Advertisement to appoint PMSED
				Q2 – Visit various CID implementers	No visits to CID implementers but attended discussion session on 4 proposed IBC pilot areas. Had discussions with National Treasury /	Mainly capacity challenges as the Executive Manager: Development Facilitation was the only one in the unit.	Still plan visits once Project Manager: Socio-Economic Development has been appointed.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
Percentage development of the Sleeper Site	20%	20% (Rezoning and Designs developed and approved)			Independent Development Corporate / Johannesburg Development Agency on potentials for CID		
				Q3 – CID concept for BCMM explored	CID concept was developed and circulated within BCMDA and to BCMM for comment	BCMM Planning Dept. provided response but not circulated for input to other Directorates	Need ACM to assist in getting responses from BCMM Directorates
				Q4 – Pilot CID implementation			
				Q1	Commenced with information search on potential development for the area	Await exact mandate from BCMM on typology of development needed	Engage BCMM on role / mandate.
				Q2	None	No specific mandate provided by the City and Still awaiting the signing of the Land Availability Agreement.	Singing of the Land Availability agreement and clarification by the City of the typology of development.
				Q3	Drafted Concept for review and decision by BCMM	No specific mandate provided by the City and Still awaiting the signing of the Land Availability Agreement.	Engage BCMM on role / mandate.
				Q4			

<b>Strategic Objective</b>	<b>Performance Indicator</b>	<b>Baseline</b>	<b>Annual target 2016/17</b>	<b>Quarterly targets (activities)</b>	<b>Achievements/ Progress</b>	<b>Challenges</b>	<b>Corrective Measures</b>
A well-developed Beach Front	Percentage development of Marina Glen 'A' Site	20%	20% (Rezoning and Designs developed and approved)	Q1 - Review of LSDF	Reviewed LSDF and included this area as part of precinct development tender	Legal matter on previous process pending.	Source funding. Include in Tender for Precinct Plans.
				Q2 - Advert for Precinct Plan	Precinct Plans advertised on 08 December 2016 in the Daily Dispatch. Compulsory Briefing session scheduled took place on 15 December 2016.	Legal matter not resolved yet, however, zoning and valuation to proceed under Precinct Tender process	Part of Precinct Tender
				Q3 - Appointment of Service Provider	Service Provider appointed on 1st March 2017	Legal matter not yet resolved	BCMDA, BCMM and Legal team to resolve matter at High Court
				Q4 – Precinct Plans designed and approved			
	Percentage development of Court Crescent Site	20%	20% (Rezoning and Designs developed and approved)	Q1 - Review of LSDF	Reviewed LSDF and Precinct Plan Tender in progress	Funding availability and timeous approvals by BCMM; Appointment of Project Manager: Infrastructure Projects	Source funding. Include in Tender for Precinct Plans.
				Q2 - Advert for Precinct Plan	Precinct Plans advertised on 08 December 2016 in the Daily Dispatch.	Funding of actual implementation remains biggest risk.	BCMM to be approached for 2017/18 financial year implementation

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					Compulsory Briefing session scheduled took place on 15 December 2016.		
				Q3 - Appointment of Service Provider	Service provider appointed on 1st March 2017	Funding commitment from BCM to ensure cost of Consultancy Services is sufficient	Various meetings and resolution to ensure projects are funded
				Q4 – Precinct Plans designed and approved			
	Percentage development of Seaview Terrace Site	20%	20% (Rezoning and Designs developed and approved)	Q1 - Review of LSDF	Reviewed LSDF and Precinct Plan Tender in progress	Funding availability and timeous approvals by BCMM; Appointment of Project Manager: Infrastructure Projects	Source funding. Include in Tender for Precinct Plans.
				Q2 - Advert for Precinct Plan	Precinct Plans advertised on 08 December 2016 in the Daily Dispatch. Compulsory Briefing session scheduled took place on 15 December 2016.	Funding of actual implementation remains biggest risk	BCMM to be approached for 2017/18 financial year implementation
				Q3 - Appointment of Service Provider	Service provider appointed on 1st March 2017	Funding commitment from BCM to ensure	Various meetings and resolution to

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
				Q4 – Precinct Plans designed and approved		cost of Consultancy Services is sufficient	ensure projects are funded
	Percentage development of Heroes Park Site	20%	20% (Rezoning and Designs developed and approved)	Q1- Input to Tender Document for Service Provider for BCMM Aquarium	Provided input to BCMM tender document that are administered by the Aquarium Staff. To create synergy in development objective	Cooperation with EL Aquarium on development of the site	Continuous engagement with BCMM Aquarium to ensure development synergy.
				Q2 – Input to Consultant on design and development options	Visit to Ushaka Marine, Durban to get better understanding of management of such a facility to provide input to Consultants	Awaiting appointment of Consultants (BCMM and BCMDA) to explore best options	As above
				Q3	Engagements with Aquarium to ensure project is still continuing	Awaiting appointment of Consultants (BCMM and BCMDA) to explore best options	Continuous engagement with BCMM Aquarium to ensure development synergy
				Q4			
Effective open space management	Number of Eco-parks developed and maintained	1	1	Q1 – Explore potential interventions on BCMM parks	Engaged BCMM to formalise the process of authorizing BCMDA to undertake some	Awaiting a response from the City in this regard. Funding availability; Appointment of	Engage BCMM to get approvals in place.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					development work in the City recreational parks.	Project Manager: Socio-Economic Projects; Approvals from BCMM	
				Q2 – Approval to implement interventions	Nothing since quarter 1.	No action from BCMM despite numerous promises to write to the Agency giving it the right to source funding and develop some parks.	Further engagement with the City.
				Q3 – Secure funding for interventions	No action from BCMM	No action from BCMM	No action from BCMM
				Q4 – Implement interventions			
Job Creation	Fulltime Equivalent Jobs Created (GMC)	40	40	Q1 – Ensure compliance with DEA requirements	All compliance documents required by the funder (Department of Environmental Affairs) for the Greenest Municipality Competition (GMC) project have been submitted and initial payment for	Delays as a result of a pending meeting with the relevant portfolio head in BCMM so as to begin consultation and planning processes.	Currently engaging with the Solid Waste Department to have this meeting as soon as possible.

Strategic Objective	Performance Indicator	Baseline	Annual target 2016/17	Quarterly targets (activities)	Achievements/ Progress	Challenges	Corrective Measures
					planning has been received.		
				Q2 – Business Plan approval	Business Plan submitted on 16 November 2016 and approved by DEA in December.	None	All processes from BCMDA in place to start the project in January 2017.
				Q3 – 40 FTE Created	Project commenced with 80 participants in the 2 respective areas	Timeous delivery of PPE, Equipment and Containers	Engagement with Service Providers and BCMM to rectify challenges
				Q4 – Nil			