

ASPIRE 2019/20 Annual Performance Plan

No	Strategic Objective	Cluster / Programme	Business Unit	Secondary Objectives	Target No	Projects / KPA	Baseline	2019/20 Target	Activities	Indicators	POE	Q1	Q2	Q3	Q4
1	To establish ASPIRE as a world leading development institution	Governance and Administration	Governance	To develop and implement best practice public sector management	1	Board oversight	Prior year quarterly meetings held as scheduled	1. Board Calendar implemented 2. Board evaluation Conducted	1. Ensure Board meetings are held as per board calendar 2. Facilitate the completion of a board evaluation	1. No of Board meetings held in line with the calendar 2. Outcome of Board Evaluation	1. Board Calendar and Signed Board and Committee Minutes 2. Board Evaluation Report	Quarterly Board and committee meetings held	Quarterly Board and committee meetings held	1. Quarterly Board and committee meetings held. 2. Facilitate the evaluation of the Board	1. Quarterly Board and committee meetings held. 2. Board Evaluation Report distributed
					2	Compliance	98%	100% Compliance	1. Monitor compliance with key legislations (Companies Act, MFMA, MSA) and Board and sub committee charters 2. Ensure continuous training of all staff on SCM policies and the Anti-Fraud and Corruption Plan	% compliance	1. Compliance checklist with calculated percentage compliance 2. Attendance register of training sessions	100% Compliance	100% Compliance	100% Compliance	100% Compliance
			Corporate Services	To Establish a servant-led efficient and productive entity	3	Human Resource Management and Administration	Prior year organogram, job descriptions, training	Develop and implement an organisational design to support the achievement of the mandate	1. OD plan developed 2. Organogram in support of mandate approved 3. Job realignment and skills audit completed 4. Change management implemented 5. Staff trained to deliver on mandate as per skills audit 6. Key strategic positions filled	No of quarterly progress reports	Quarterly progress reports Approved organogram New job descriptions Skills audit report Training initiatives - attendance registers	1. Performance contracting completed. 2. WSP finalised	1. Organogram approved 2. Job descriptions finalised 3. Change Management initiated 4. Job grading and salary packages finalised	1. Skills Audit Conducted 2. Job re-alignment of positions 3. Training implemented 4. Key strategic positions filled	1. Staff training implemented
					4	ICT Governance	MSCOA not implemented	mSCOA implemented to ensure compliance	1. ICT platform option finalised 2. Procurement of mSOCA ICT platform 3. Training of staff on MSCOA platform 4. Implementation of MSCOA platform	% compliant with mSCOA	Service provider contract Training attendance registers	mSCOA option finalised	Service provider procured, software installed and GL mapping finalised	1. General ledger converted to MSCOA 2. Staff trained on MSCOA	MSCOA implemented and tested prior to start of new financial year
			Finance and SCM	To Obtain a clean audit of ASPIRE within 3 years;	5	Finance and Budget Management	Unqualified audit opinion with matters of emphasis	A clean audit	1. Annual Financial Statements prepared 2. Audit facilitated 3. Audit Action Plan developed and implemented with improved turnaround times	No of findings in Audit outcomes	Audit opinion and management report	1. Monthly Finance report prepared and submitted to ADM 2. Draft AFS prepared and submitted to ADM and AG by 31 Aug	1. Monthly Finance report prepared and submitted to ADM 2. External Audit facilitated	1. Monthly Finance report prepared and submitted to ADM 2. Audit Action Plan developed and Implemented	1. Monthly Finance report prepared and submitted to ADM 2. Audit Action plan monitored
					6	Supply Chain Management	R?? - irregular expenditure R?? - fruitless and wasteful expenditure	No irregular, fruitless and wasteful expenditure incurred for the year	Implement SCM protocols in line with prescripts	Value of irregular expenditure, value of fruitless and wasteful expenditure	Irregular Expenditure register, fruitless and wasteful expenditure register	Submission of Quarterly SCM Report to Board including Irregular and Fruitless and wasteful registers	Submission of Quarterly SCM Report to Board including Irregular and Fruitless and wasteful registers	Submission of Quarterly SCM Report to Board including Irregular and Fruitless and wasteful registers	Submission of Quarterly SCM Report to Board including Irregular and Fruitless and wasteful registers
					7	Sustainability	Rnil	Increased revenue from diversified income streams	1. Develop a Turnaround Strategy 2. Implement Turnaround Strategy	Value of income from diversified streams	Copy of turnaround strategy, Report on turnaround strategy implementation Proof of increased revenue received	Turnaround Strategy pillars identified	Turnaround Strategy developed and approved by the Board	Turnaround Strategy implemented	Turnaround Strategy implemented
2	To promote innovative industry value-chain enterprise growth	Economic sectors and Employment	Operations	To Stimulate growth, expansion and new investment in value chains of current and new sectors	8	Sector development	New target	Develop action plans for Amathole Sector Plans	1. Conduct a workshop of ADM sector plans in order to develop actions plans for each sector 2. Develop a database of all relevant stakeholders in each sector 3. Engage with key stakeholders to determine opportunities	No of action plans for sectors	1. Attendance register of workshop, sector action plans 2. Database of all relevant stakeholders for each sector 3. Proof of engagement with stakeholders	Obtain copies of ADM sector plans	Workshop held on ADM sector plans. 2. Database of stakeholders initiated	1. Action Plans for sectors drafted 2. Database of stakeholders monitored	1. Action Plans for sectors finalised 2. Stakeholders engaged to identify opportunities
					9	Value Chains	New target	Provide support to the Ngqushwa LM BeeKeeping initiative	1. Consult with the LM to conduct a gap analysis to identify challenges and shortcomings 2. Support the implementation of the project	No of quarterly progress reports	Gap Analysis report Quarterly progress reports	Prepare a gap analysis report with recommendations to address gaps and shortcomings	Provide project implementation support. Assist with obtaining support from other identified stakeholders	Provide project implementation support. Assist with monitoring of support from other stakeholders	Provide project implementation support. Assist with monitoring of support from other stakeholders
3	To Optimise the socio-economic value of District-owned	Infrastructure Development	Operations	Facilitate and implement repurposing of assets to realise industry-led economic development through innovative sustainable partnership	10	Revitalisation of irrigation schemes	New target	Report on both current and past irrigation schemes in the Amathole District.	1. Conduct an Analysis and status quo of current and past irrigation schemes in Amathole District 2. Draft a report on the analysis conducted	No of quarterly progress reports	Quarterly Project progress reports Report on Irrigation schemes	Identification of irrigation schemes in Amathole	Engage LM's and stakeholders to investigate irrigation schemes	Draft a report on analysis conducted	Finalise report on irrigation schemes including opportunities identified
					11	Revitalisation of crop plantations	New target	Report on both current and past crop plantation schemes in the Amathole District	1. Conduct an Analysis and status quo of current and past crop plantation schemes in Amathole District 2. Draft a report on the analysis conducted	No of quarterly progress reports	Quarterly Project progress reports Report on crop plantation schemes	Identification of crop plantations in Amathole	Engage LM's and stakeholders to investigate crop plantation schemes	Draft a report on analysis conducted	Finalise report including opportunities identified

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	infrastructure asset			Transformation, beautification, and maintenance of main routes and spaces in ADM	12	Small Town Revitalisation	Alice Transport Hub project implemented	Support the implementation of the Butterworth Industrial Park project	1. Engage relevant stakeholders to determine the current status quo of the project 2. Attend project steering committee meetings 3. Identify the role of ASPIRE in the implementation of the project 4. Provide support in line with ASPIRE's role	No of quarterly progress reports	Quarterly progress reports	Investigate the Butterworth Industrial Park project to determine current status quo, stakeholders involved and project timelines.	1. Consult stakeholders to identify role of ASPIRE and ADM in the project and reduce to writing 2. Attend project steering committee meetings	Provide support in line with role	Provide support in line with role
4	To promote ADM as a domestic and international investment location	International Cooperation, Trade and Security	Operations	Provide ease-of-business support services to stimulate investment into the ADM economy;	13	SMME hubs	New target	Develop a concept document for the establishment of SMME hubs in Amathole	1. Conduct research into current SMME hubs active in Amathole 2. Engage with LM's and other stakeholders to identify requirements and challenges 3. Facilitate a workshop to brainstorm options 4. Draft a concept document	No of quarterly progress reports	1. Outcome of research 2. Attendance register of engagements 3. Workshop attendance register 4. Concept document	Conduct research and identify stakeholders	Consult with stakeholders and LMS and submit a record of identified requirements and challenges	Facilitate a workshop to brainstorm options on SMME hub establishment	Finalise draft SMME Hub concept document
				Promotion of ADM as an ideal investment location nationally and internationally	14	Brand ASPIRE	New target	Develop and implement a Brand Repositioning Strategy	1. With the assistance of ADM, Develop ASPIRE's brand repositioning strategy to align with ADM Brand repositioning strategy 2. Rollout ASPIRE'S brand repositioning strategy 3. Review the Stakeholder Engagement Strategy to ensure alignment with Brand Repositioning Strategy	No of stakeholders engaged No of activities implemented	1. Approved Brand Repositioning strategy document 2. Proof of activities implemented as per the brand repositioning strategy 3. Approved Stakeholder Engagement Strategy	n/a	1. Draft the Brand Repositioning Strategy 2. Review the Stakeholder Engagement Strategy	Roll out the Brand Repositioning Strategy	Roll out the Brand Repositioning Strategy
					15	Economic Development SUMMIT	New target	1. Support and assist ADM to host the Economic Development Summit 2. Implement the outcomes of the Economic Development Summit 3. Establish viable formal relationships with domestic and international partner organisations;	1a. Identify ASPIRE projects that can be showcased at the Summit and develop a profile for each 1b. Consistent participation in the Stakeholder Engagement Committee for the Economic Development Summit 2. Develop an implementation plan of the deliverables based on the outcomes of the Summit 3. Sign MOU's with key identified partner organisations	1a. No of profiles developed 1b. No of meetings attended 2. No of deliverables implemented 3. No of MOU's signed	1a. Profiles of identified projects 1b. Attendance registers 2. Implementation plan of deliverables 3. MOU's signed	1. Identify possible projects (ASPIRE and LMS) 2. Attend Summit meetings	1. Profile identified projects to submit to ADM 2. Attend Summit meetings	1. Submit profiles to ADM 2. Assist with Summit preparation and launch 3. Participate in and attend the Summit	1. Develop an implementation plan for deliverables from the Summit 2. Facilitate the signing of MOU's
5	To position ADM as a SMART District		Operations	Develop future citizens that are skilled and equipped to exploit the opportunities of the future	16	Vision 2058	New target	1. Develop a status quo report on projects implemented by ASPIRE 2. Develop concept documents for possible projects aligned to 60 game changes	1. Analysis of implemented projects to determine status quo and feasibility for quick wins. 2. Draft Concept documents for possible ASPIRE projects aligned to 60 game changers	No of reports developed	Report on ASPIRE projects Report on projects aligned to 60 game changes	1. Investigate the status quo of implemented ASPIRE projects 2. Identify projects that can be aligned to 60 game changers	1. Draft a report on status quo of ASPIRE PROJECTS 2. Consult LMS for input on aligned projects	1. Develop concept documents for aligned projects	1. Submit concept documents to PMO for feasibility analysis, business plans and fundraising

APPROVED BY THE BOARD - 29 AUGUST 2019

Prof C Adendorff
Chairperson of the Board