

ASPIRE PERFORMANCE REPORT FOR THE 6-MONTHS ENDED DECEMBER 2015

[Amathole Economic Development Agency (SOC) Ltd, T/A ASPIRE]

[January 2016]

PURPOSE

In terms of the section 88 (1) of the MFMA the accounting officer of the municipal entity must by 20 January of each year assess the performance of the entity during the first half of the financial year, taking into account:

- management accounts for the first half of the financial year
- targets set in the service delivery, business plan
- other agreements with the entity's parent municipality
- the entity's annual report

and submit a report on such assessment to:

- the board of directors of the entity; and
- the parent municipality of the entity.

The purpose of this report is to present ASPIRE's mid-year performance report for the period July 2015 to December 2015.

LEGAL/STATUTORY REQUIREMENTS

- The Constitution of the Republic of the South Africa Act 108 of 1996
- The Local Government Municipal Structures Act 117 of 1998
- The Municipal Finance Management Act 56 of 2003

STRATEGIC DOCUMENTS

- Amathole Regional Economic Development Strategy 2007-2027
- ASPIRE Strategy 2013-2018
- ASPIRE Performance Management System
- ADM IDP 2012-2017

BACKGROUND

ASPIRE continued with the implementation of the new 5-year strategic plan for the period 2013-2018. The new strategic plan is aimed at stimulating the rural economy through, namely agriculture, heritage & tourism and small town regeneration. These three pillars form the core business of ASPIRE, and it is initiatives in these three areas that are implemented in the various corridors within the Amathole region. The focus of the strategy is on empowerment of women, youth and people with disabilities to ensure that they play a role in the economy of the region.

Whilst work continued on the various ASPIRE projects during the first 6 months of the 2015/2016 financial year, the challenges facing the agency have resulted in the agency achieving only 6% of it's quarterly targets. These challenges include the constrained budget which is insufficient to cover the operational costs of the agency for the financial year. As such, only core expenses have been incurred in order to "keep the doors open", but this situation will need to be addressed urgently, as the agency will from February have no budget to even pay salaries.

Progress over the past 6 months are provided in line with ASPIRE's strategic goals, namely:

1. Good and Effective Service Orientated Organisation
2. Economically Thriving Small Town and Rural Communities
3. Rural Community Clusters
4. The Preferred Investment and Development Partner

1. GOOD AND EFFECTIVE SERVICE ORIENTATED ORGANISATION

Objective

Implement risk management systems to reduce risks to acceptable levels (9 and below) by 2018

ASPIRE has 2 organisational targets that speak to this objective, namely :

- To reduce the number of high risks
- To lower the overall risk score

A risk register was developed and presented to the Audit committee who recommended further amendments and inclusions be included in the report together with the internal audit undertaking an analysis of the process. As such the risk register was not approved. As there was no CFO during the first 6 months of the year, this process was not finalised.

Objective

Achieve and maintain economic, social and environmental sustainability of the organisation by 2018 and beyond

ASPIRE has 6 organisational targets that speak to this objective, namely :

- To increase income from other sources
- To raise funding for projects
- To ensure the organisation is staffed to achieve its mandate
- To ensure training interventions are implemented in line with the training needs
- To develop and implement a growth strategy
- To implement green initiatives to reduce the ASPIRE carbon footprint

By the end of quarter 2, income from other sources was 0%, and R0 million has been raised for projects which is below the targeted amount of R5 million.

The vacant CEO, CFO and Finance manager positions has severely impacted on the ability of the agency to perform at an optimal level. The vacancy rate of funded posts is 19% which is above the targeted rate of 12%.

No training interventions were concluded by the close of quarter 2 as a result of budget constraints.

Work on the growth strategy document has not commenced due to the absence of a CEO who would drive this initiative.

Objective

Continuously implement effective performance management systems to ensure delivery of our mandate

ASPIRE has 3 organisational targets that speak to this objective, namely :

- To achieve an unqualified audit
- 100% of policies reviewed

- 100% compliance with policies and legislation

The Auditor General was present during the period under review, and a qualified audit opinion has been received. As such this target was not met.

During the first 6 months, due to the fact that for the first two months of the year, the agency did not have a board, as well as the instability experienced as a result of certain members of the previous board implementing court action against ADM, no policies were presented to the board for review and approval.

The agency has not complied with policies and legislations relating to the following :

- Company's Act
- MFMA

2. ECONOMICALLY THRIVING SMALL TOWNS AND RURAL COMMUNITIES

Objective

Economically empowered farmers and communities unlock agricultural assets in their localities to ensure a thriving commercial agriculture sector within Amathole

ASPIRE has 2 organisational targets that speak to this objective, namely :

- Sustainable commercial farming enterprises established and supported
- Technical skills in Agriculture enhanced for project participants

As a result of the decrease in the budget, no budget is available to implement this objective, and as such the APP indicates no projects. However, work has been done and this is included in the operations report.

Objective

Increase GDP contribution of Amathole through the use of its rich culture and heritage for tourism promotion

ASPIRE has 3 organisational targets that speak to this objective, namely :

- Knowledge and awareness
- Enhance technical skills, arts, crafts and tourism within communities
- Partnership in heritage, culture and tourism established

As a result of the decrease in the budget, no budget is available to implement this objective, and as such the APP indicates no projects. However, work has been done and this is reported in the comprehensive Operations Report.

3. RURAL COMMUNITY CLUSTERS

Objective

Enhance small towns within Amathole to enable them to support sustainable economic development initiatives (agriculture, heritage, culture and tourism)

ASPIRE has 4 organisational targets that speak to this objective, namely :

- Upgrade infrastructure in rural communities and small towns
- Improve community connectivity
- Improved access roads to centers of production and heritage sites
- Technical skills enhancement

Due to the reduced budget, only 1 infrastructure projects was targeted by the end of quarter 2. However, ASPIRE has continued with the implementation of the 2 previous projects, and initiated the Alice Transport Hub.

4. THE PREFERRED INVESTMENT AND DEVELOPMENT PARTNER

Objective

Attract and retain investments of R20 million for sustainable economic, development opportunities by 2018

ASPIRE has 3 organisational targets that speak to this objective, namely :

- To increase visibility of the ASPIRE brand in the market through using the Authentic Amathole Brand
- To facilitate investment into Amathole by 2018
- To market the Authentic Amathole brand to promote Amathole products and services by 2018

Due to the reduced budget, no provision was made to ensure that all ASPIRE projects contain signage.

As the budget for the launch of the Authentic Amathole brand has not been transferred from ADM, the launch of this brand has been delayed. This has resulted in no marketing events yet being held by quarter 2, and no products yet been registered under this brand.

Strategic partnerships were established with DEA and SLA's were signed for the implementation of two projects - Adopt a Spot and Natural Resource Management.

CONCLUSION

ASPIRE has 23 approved quarterly targets for the current financial year which are measured in terms of 33 indicators. To date, the agency has achieved 6% of these indicators as at the end of December 2015.

OTHER PARTIES CONSULTED

ASPIRE Management

RECOMMENDATION

It is recommended that the Board notes the report and approves it for submission to the ADM.

QUARTER 2: OPERATIONS REPORT - Progress on projects

1. INTRODUCTION.

A Quarter 2 Performance Report of the Operations Unit of ASPIRE is herein presented. The report covers the period from 01 July to 30 September 2015. The report is structured according to the Annual Performance Plan of ASPIRE, with details given on the deliverables envisaged for the Financial Year 2015/16. This report is the continuation from quarter 1 report. All the sections under Operations have identified potential funders and as such plans are afoot to finalise business plans to be submitted to these potential funders.

The report is structured in the following manner:

- Progress against the Annual Performance Plan (APP);
- Key Highlights for Quarter 2;
- Current Status of Projects;
- Challenges currently experienced by the Operations Unit;
- Status of Legacy Projects
- Projects Submitted for Funding for FY 2015/16

Each deliverable is reported on under the strategic targets, namely:

- Agriculture and Rural Development;
- Heritage and Tourism; and
- Economic Infrastructure
- Small Town Regeneration;
- Rehabilitation of Natural Resources.

The identified areas and agricultural projects to be pursued are as follows:-

Projects	Allocated Budget
Keiskammahoek Blueberries	R14 000 000.00

Ngangegqili Livestock Improvement	R 0.00
Hamburg Fish Farm	R 500 000.00
Development of Aloe Processing Business Plan	R 500 000.00
Fundraising for agricultural projects	R 0.00
Total Budget	R15 000 000.00

2. KEY HIGHLIGHTS FOR QUARTER 2.

The following are the most notable highlights for ASPIRE Operations for Quarter 2:

- ASPIRE has successfully formulated the 2015/2016 Annual Performance Plan
- Agreement with the liquidator about the Emthonjeni Artist Retreat

3. CURRENT STATUS OF PROJECTS.

PROGRAM	SUB PROGRAM	PROJECT NAME	MUNICIPALITY	BUDGET	EXPENDITURE TO DATE	PROJECT STATUS	CHALLENGES	REMEDIAL ACTION	PORTFOLIO OF EVIDENCE
	Alice Regeneration	Alice Pedestrian Bridge	Nkonkobe	R 4 305 000.00	R 3 732 956.00	Erection of Steel Bridge has been complete. Contractor commenced with formwork and concrete.	Time delays due to collapse.	Completion of other outstanding works to be done.	Photographs, Minutes of Site Meetings
		Alice CBD Upgrade	Nkonkobe	R 17 237 000.00	R 9 214 906.56	Contract Period: 19 Months <u>Insurance</u> Replacement Insurance/ Public Liability Insurance has been provided by contractor. Proof of Workman's Compensation Insurance has been provided by Contractor. Letter of Good Standing from Dept of Labour has been provided by the contractor. <u>Sub-Contractors</u> No more than 25% of the value of the contract was			Photographs, Minutes of Site Meetings, Payment Certificates

be subcontracted. The following work was subcontracted:-

- Concrete work (premix overlay) and
- Electrical
- Landscaping

Payment Certificates

55% of the construction project value has been paid out to the contractor.

Engineers

Prices for Hawker Stalls to be submitted to Quantity Surveyor

Environmental

Terecco Environmental has been appointed as the Environmental Consultants for the project.

Social Facilitation

RJN are the social facilitators for the project.

A prayer ceremony took place on 31 October 2015, which was a prerequisite for the demolition of the memorial for fallen heroes. There were no negative responses. A new memorial to be registered by Aspire with the Heritage Council.

Health and Safety

Safe Working Practice have been appointed as the Health and Safety Consultants for the project. Site Incidences - Nil.

Variation Orders

A Variation Order was submitted and approved, however it had no financial implications.

Work is progressing steadily on site as per project plan.

						<u>Next Step</u> Renovation of Municipal Offices which will consist of painting and replacement of Gutters and Facia Boards.			
		Alice Transport Hub	Nkonkobe	R 17 939 189.46	3 098 753.00	The project is currently at procurement stage, the Bid Specifications Committee has sat and preparations are being made to put the advert on the paper	Procurement of Contractor	Speed Up procurement process.	Bid Spec Minutes
PROGRAM	SUB PROGRAM	PROJECT NAME	MUNICIPALITY	BUDGET	EXPENDITURE TO DATE	PROJECT STATUS	CHALLENGES	REMEDIAL ACTION	PORTFOLIO OF EVIDENCE

PROGRAM	SUB PROGRAM	PROJECT NAME	MUNICIPALITY	BUDGET	EXPENDITURE TO DATE	PROJECT STATUS	CHALLENGES	REMEDIAL ACTION	PORTFOLIO OF EVIDENCE
TOURISM AND HERITAGE	Tourism and Heritage Strategy	Fundraising for Culture, Heritage and Tourism Promotion Projects	Amathole District	R 0.00	R 0.00	A list of projects has been developed and proposals drafted for each project. Waiting response from Lotto.	Call for applications by funding agencies and government departments is seasonal and response takes time upon submission of such.	Submit as many funding applications to different funding agencies and government departments. Engage with partnerships with other entities to rake in maximum funding for projects.	1. Funding proposals. 2. Acknowledgement letter from the funder.
		Launch and Rollout of Amathole Authentic Brand		450 000.00	R 0.00	No budget to start with the Rollout Plan. An expression of interest has been developed.			1. Council approval
		Operationalization of Emthonjeni Artist Retreat	Ngqushwa	1 700 000	300 000	Developed expression of interest for the new operator. Implementation Plan already developed. No budget to start own operations.	Finding an experienced operator. Reliance on grant funding.	To do open advertisement in order to get a suitable and experienced operator with own capital.	1. Signed Deeds of sale agreement 2. Updated Operational Plan and Budget

RURAL DEVELOPMENT & AGRICULTURE	Commercial Agriculture	Keiskammahok Blueberry Out growers	Amahlathi	R 14 000 000.00	R 0.00	ASPIRE's efforts to speed the process of releasing outstanding funds do not seem to be yielding positive results. This might affect the crops that are already on-site especially at Sinqumeni. To rescue the situation, discussions with Eastern Cape rural Development Agency (ECRDA) are underway.	Funding delay between the DTI & DRDLR due to lack of agreement. Funding delay caused existing agreements to become outdated. Getting supporting and statutory documents.	ASPIRE should approach DRDLR in order to know what needs to be done now that accountability on the previous tranches is an issue.	Minutes, attendance register and the draft terms of reference.
		Ngangegqili Livestock	Mbhashe	R 0.00	R 724 000.00	Operations on the cattle side have started. Construction of the sheep holding facilities is 90% complete.	Lack of budget does not enable visits as planned. An agreement to go together with NAMC officials when they visit the project was reached. Site meeting is scheduled for any day between 25 and 29/01/2016. No date is confirmed yet.	Continuous follow-up calls to NAMC.	Pictures and attendance register.
	Aquaculture Development	Hamburg Fish Farming	Ngqushwa	R 500 000.00	R 375 390.00	Procurement of oyster farming equipment is underway. Oyster seeds (spats) will only be delivered when harvesting permit is submitted. The harvesting permit is with DAFF and a promise was made to send it.	Delays or reluctance of DAFF to release harvesting permit delays procurement of oyster spats. Delays on procurement processes of ECDC affects timeous delivery of procured items.	Continuous follow-ups.	E-mails, invoices and delivery notes

		Development of Amathole Aloe Processing Business Plan	Ngqushwa and Nkonkobe	R 500 000.00	R 0.00	The project starting date will be confirmed by CSIR before the 22/01/2016.	ASPIRE's lack of budget is a hindrance to stakeholder management or mobilization thereof.	CSIR's continuous reminders.	Minutes and e-mails.
	Fundraising for agriculture projects	Development of funding proposals	Amathole	R 0.00	R 0.00	ASPIRE and ADM applied for training funding from National Skills Fund. An application for R7 075 406.80 funding was submitted in October 2015.			Proposal

PROGRAM	SUB PROGRAM	PROJECT NAME	MUNICIPALITY	BUDGET	EXPENDITURE TO DATE	PROJECT STATUS	CHALLENGES	REMEDIAL ACTION	PORTFOLIO OF EVIDENCE
Special Projects	Clearing of Invasive Alien Plants	Natural Resource Management	Mnquma and Mbhashe	R8 428.982.00	R0	<ol style="list-style-type: none"> 1. Annexure C was Submitted and vetted by the department of environmental affairs on the 25.11.2015. 2. R3 108.766.25 was transferred to Aspires NRM bank account at the end of December 2015. 3. The following trainings took place at project level: <ul style="list-style-type: none"> - 75 participants have been trained on accredited Health and safety training. - 75 Participants have been trained on accredited First Aid training. 	<p>Delayed signing of annexure C by the department of environmental affairs led to no work to be done during this quator.The scope of work (annexure B) that signed between aspire and the department of environmental affairs does not favour projects financial requirements as part of Aspire commitment to the project.</p> <p>During this quarter at Diya Project 3 contractors have resigned this lead to shortage of contractors that need to be appointed before</p>	<p>Expedite implementation. Develop long term contracts. Engage with department to mediate challenges experienced in the Project.</p> <p>New 3 Contractors to be appointed before the end of January 2016 for the Diya project.</p>	<ol style="list-style-type: none"> 1. List of beneficiaries employed in the NRM projects. 2. Contractor agreements 3. Beneficiary employment agreements. 4. Time sheets. 5. Quotation packs. 6. Quarterly reports. 7. Inspection reports. 8. Expenditure report.

						<p>- 57 Participants have been trained accredited for Herbicide training.</p>	<p>the financial year.</p> <p>A mediation meeting for the Thanga project was held with the Department of Environmental Affairs and the Traditional Authority. The resolution of this meeting was that the project has to start afresh. A new Project Steering Committee, contractors, and participants will be appointed. The Traditional Authority will play a pivotal oversight role in the project.</p> <p>The Traditional Authority would feedback to the community on the 20th November 2015 wherein a Project Steering Committee would</p>		
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							be nominated and feedback would be given to ASPIRE thereafter.		
	Waste Management	EC - Adopt a Spot	BCMM	R 10 000 000.00	R425 193.98	<ol style="list-style-type: none"> 1. 17605 Job days achieved. 2. 99 participants employed currently. 3. Expenditure for wages = 165% 4. 3500 m2 cleaned and cleared 5. 5 km of gutter. clearing 6. Soil preparation has been done in 5 sites 	Supply Chain Management Policy of the company has been followed to procure services of the qualified Architects but the services have not been secured and as such correspondence would be written to appoint directly a qualified service provider.	Review individual tenders submitted per advertisement and recommend appointment.	<ol style="list-style-type: none"> 1. Time sheets. 2. Pay roll. 3. Employment contracts. 4. Progress report. 5. Expenditure report. 6. Photos.
		EC - BCM Waste Management Systems	BCMM	R 15 000 000.00	R1275.00	No expenditure. Still to start Phase one (Planning Phase) Waiting for the DEA to finalise negotiations with BCMM on when Phase one would be starting	The project initiation was delayed by the BCMM	BCMM has been approached to finalise the business plan whereby Bills of Quantities would be done	<ol style="list-style-type: none"> 1. Minutes of the meeting 2. A draft of business plan

4. CHALLENGES CURRENTLY EXPERIENCED: OPERATIONS.

The Operations unit within ASPIRE continues to face challenges due to insufficient funding from the operations budget.

Projects that are ongoing are those that have been externally funded, while there is no budget to start new projects.

5. STATUS OF LEGACY PROJECTS.

ASPIRE has been implementing a range of other legacy projects, most of them in the handover stage and some of them without budget.

5.1 Emthonjeni Artist Retreat

During 2015/2016 Quarter 2, the following has taken place:

- ASPIRE has convinced the liquidator not to do public auction of moveable assets
- ASPIRE has made an offer to purchase the moveable assets and the liquidator consented
- ASPIRE has paid an amount of R300 000.00 from ADM to liquidator
- ASPIRE has developed an Implementation Plan
- ASPIRE to develop expression of interest for the new operator

6. PROJECTS SUBMITTED FOR FUNDING for FY 2015/16.

The Blueberries project has funds approved by the dti and the Department of Rural Development respectively and ASPIRE is continuing to follow up on the status of such funds:

- Blueberries Project (R14 million) - Approved and withheld due an outstanding process between Rural Development and the DTI.
- National Skills Fund (R7 075 406.80) - Application for training of existing agricultural entities submitted, feedback pending.

7. CONCLUSION

Non-availability of funds continues to impact on the implementation of identified projects, especially in projects where municipalities and communities were already informed about the start of such. The existing stability of ASPIRE is likely to cause a negative effect especially the consistent newspaper articles about administration and status of funds. No funder would align itself with an ailing and bankrupt organization.

FINANCE REPORT TO SUPPORT THE ASPIRE MID YEAR REPORT

Due to the absence of a CFO, a limited finance report is provided to highlight the issues that have arose during the first 6 months of the 2015/16 financial year.

1. The approved budget of R12.5m is insufficient to cover the operational costs of ASPIRE for the full financial year. As such, an adjustment budget has been submitted to the ADM for an additional R4.2 million.
2. As a result of the constrained budget, the agency experienced cashflow problems during the first half of the financial year. A cashflow analysis is attached for the second six months of the year.
3. Monthly management accounts have not been prepared and vat returns have not been submitted to SARS.
4. The agency received a qualified audit report for the 2014/15 financial year.

The following documents / Schedules have been attached for ease of reference:

- Trial Balance to end December 2015
- Cash Flow projections for next six months
- Adjustment Budget

ANNUAL PERFORMANCE PLAN 2015 - 2016

STRATEGIC GOAL #	STRATEGIC GOAL	OBJECTIVE	ORGANIZATIONAL TARGETS	INDICATOR	ANNUAL TARGETS	2015-2016				
					2015-16	Q1	Q2	Q1 Progress	Q2 Progress	Reasons for deviation
1	Efficient and effective service orientated organisation	Implement risk management systems to reduce risks to acceptable levels (9 and below) by 2018	To reduce the number of high risks	% of high risks > 14 score	10%	15%	13%	Not achieved	Not achieved	The risk register was prepared and submitted to the Audit Committee 23 September 2015 but it was not recommended for submission to the Board. The audit Committee recommended further work be concluded on the risk register with the assistance of internal audit. Due to the absence of the CFO, this could not be implemented.
			To lower the overall risk score	Average risk score	8	9	9	Not achieved	Not achieved	
		Achieve and maintain economic, social and environmental sustainability of the organisation by 2018 and beyond	To increase income from other sources	% of income from other sources	10%	5%	6%	0%	1%	R1.1 million received for implementation fees.
			To raise funding for projects	Value of Funding raised	R20 million	R5m	R5m	R 0	R 0	No additional funding has been raised for projects.
			To ensure the organisation is staffed to achieve its mandate	Vacancy rate of funded posts	5%	15%	12%	19%	19%	The CEO and CFO position have been vacant for the full 6 month period
			To ensure training interventions are implemented in line with the training needs	Achievement of planned training interventions	100%	25%	50%	Not achieved	Not achieved	No training interventions were initiated due to budget constraints.
			To develop and implement a growth strategy for Aspire	Growth strategy document	5%	0%	0%	n/a	n/a	n/a
			To implement green initiatives to reduce the Aspire carbon footprint	% reduction in paper usage, utilities, travel	5%	0%	0%	n/a	n/a	n/a
		Continuously implement effective performance management systems to ensure delivery of our mandate	To achieve an unqualified audit	Unqualified Audit report	Unqualified audit report	-	Unqualified audit report	n/a	Not achieved	A qualified audit opinion was received as a result of going concern issues, governance issues and irregular expenditure.
			100% of policies reviews	% policies reviewed and approved	100%	100%	100%	Not achieved	Not achieved	Due to capacity constraints, policy reviews were not undertaken.
			100% compliance with policies and legislation	% compliance	100%	100%	100%	Not achieved	Not achieved	Instability at governance and leadership level.

STRATEGIC GOAL #	STRATEGIC GOAL	OBJECTIVE	ORGANIZATIONAL TARGETS	INDICATOR	ANNUAL TARGETS	2015-2016				
					2015-16	Q1	Q2	Q1 Progress	Q2 Progress	Reasons for deviation
2	Economically thriving small towns and rural communities	Economically empowered farmers and communities unlock agricultural assets in their localities to ensure a thriving commercial agriculture sector within Amathole	Sustainable commercial farming enterprises established and supported	# of commercial agricultural enterprises	0	0	0	1. Keiskammahoek Blueberries While funding is still withheld by Department of Rural Development and Land Reform (DRDLR), meetings were convened on the 25/06/2015 and 17/07/2015 with stakeholders (Department of Agriculture, ECDC, ADM, LM and blueberries farmers) to revive structures which will enable smooth running as soon as funds are released. Terms of reference of the sub-committees were discussed and circulated for more inclusive inputs. 2. Ngangegqili Livestock Improvement Construction of the animal handling facilities is 90% completed.	1. ASPIRE's efforts to speed the process of releasing outstanding funds do not seem to be yielding positive results. This might affect the crops that are already on-site especially at Sinqumeni. To rescue the situation, discussions with Eastern Cape rural Development Agency (ECRDA) are underway. 2. Operations on the cattle side have started. Construction of the sheep holding facilities is 90% complete.	
				# of aquaculture projects	0	0	0	Procurement of oyster farming equipment is underway.	Procurement of oyster farming equipment is underway. Oyster seeds (spats) will only be delivered when harvesting permit is submitted. The harvesting permit is with DAFF and a promise was made to send it.	
				# of processing projects	0	0	0	Discussions are underway between stakeholders (CSIR, NAMC, NEDA, DEA and Tyefu Development Trust). To agree on the scope and approach of business plan development.	The project starting date will be confirmed by CSIR before the 22/01/2016.	
			Technical skills in Agriculture enhanced for project participants	# of training programs conducted	0	0	0		ASPIRE and ADM applied for training funding from National Skills Fund. An application for R7 075 406.80 funding was submitted in October 2015.	
				# of farmers trained	0	0	0			
			Increase GDP contribution of Amathole through the use of its rich Culture and Heritage for Tourism Promotion	Knowledge and Awareness	Development of Digital Portal	0	0	0	Concept document has been produced.	Funding proposal submitted to National Lotto
		# Exhibitions Attended (Tourism and Heritage Indaba)			0	0	0	n/a	n/a	
		# Marketing Events Arranged			0	0	0	n/a	n/a	
		Enhance technical skills for arts, crafts and tourism within communities		# Technical Skills Training Programmes - Arts and Crafts	0	0	0	n/a	n/a	
				# of People Participating in Training Programmes	0	0	0	n/a	n/a	

STRATEGIC GOAL #	STRATEGIC GOAL	OBJECTIVE	ORGANIZATIONAL TARGETS	INDICATOR	ANNUAL TARGETS	2015-2016				
					2015-16	Q1	Q2	Q1 Progress	Q2 Progress	Reasons for deviation
			Partnership in Heritage, Culture and Tourism Established	# Partnerships Established	0	0	0	A list of projects has been developed and proposals drafted for each project. A discussion between ASPIRE, Rhodes University and Ntinga Ntaba ka Ndoda regarding the fundraising for Ntaba ka Ndoda heritage route. A discussion with Open Africa to submit funding proposal to Lotto for the Amathole Heritage Initiative. The two organizations signed an MOU in January 2015.	A list of projects has been developed and proposals drafted for each project. Submitted business plans to Lotto for the following projects: ZK Matthews, Amathole Digital Portal, Amathole Culture and Heritage Indaba Waiting response from Lotto.	
3	Rural Community Clusters	Enhance small towns within Amathole to enable them to support sustainable economic development initiatives (agriculture, heritage, culture and tourism)	Upgrade infrastructure in rural communities and small towns	# of Infrastructure Projects Upgraded (Alice CBD Upgrade and Alice Transport Hub)	2	0	1	Alice Bridge : The investigation on the collapsed bridge completed. Remedial plan in place. Alice CBD Upgrade : Construction on the upgrade resumed.	Alice Bridge : Work in progress. Alice Transport Hub : Tender specification committee developed and completed bid specifications. Alice CBD Upgrade : Work is progressing on the upgrade. 55% of the construction project value has been paid.	
				# of Informal Trading Facilities Upgraded	0	0	0	n/a	n/a	
			Improve Community Connectivity	# of Community Connectivity Hubs Established	0	0	0	n/a	n/a	
			Improved access roads to centres of production and heritage sits	# of Access Roads Upgraded	0	0	0	n/a	n/a	
				Distance in Kilometres of Upgraded Roads	0	0	0	n/a	n/a	
			Technical skills enhancement	# of People Trained in Construction	0	0	0	n/a	n/a	

STRATEGIC GOAL #	STRATEGIC GOAL	OBJECTIVE	ORGANIZATIONAL TARGETS	INDICATOR	ANNUAL TARGETS	2015-2016				
					2015-16	Q1	Q2	Q1 Progress	Q2 Progress	Reasons for deviation
4	The preferred investment and development partner	Attract and retain investments of R20 million for sustainable economic development opportunities by 2018		All ASPIRE Projects with Signage	100%	100%	100%	Not achieved	Not achieved	There is no budget for signage
				Number of Amathole Marketing Events held (Authentic Amathole)	2	0	1	Not achieved	Not achieved	Budget for launch of Authentic Amathole brand not yet received from ADM
			To increase visibility of the ASPIRE brand in the market through using the Authentic Amathole Brand	Number of Strategic Partnerships Established	8	2	2	SLA's were signed with the Department of Environmental Affairs for 2 projects to be implemented (Adopt-a-Spot and Natural Resource Management) Adopt-a-Spot has delivered the following: 1. A Technical Review meeting held. 2. 6000 Job days achieved. 3. 97 participants employed. 4. Expenditure = 132%	NRM projects has delivered the following : 1. 17605 Job days achieved. 2. 99 participants employed currently. 3. Expenditure for wages = 165% 4. 3500 m2 cleaned and cleared 5. 5 km of gutter clearing 6. Soil preparation has been done in 5 sites	
			To facilitate Investment into Amathole by 2018	Value of Private Investments	R5m	R1m	R1m	R 0	R 0	No private investment has been facilitated due to capacity constraints
			To market the Authentic Amathole brand to promote Amathole products and services by 2018	# of Products Registered and Marketed	5	1	2	Not achieved	Not achieved	Brand has not yet been launched due to delayed budget from ADM, therefore products could not be registered.