



SOC Ltd

**Ntinga O.R. Tambo Development Agency SOC
Ltd**

Strategic Business Plan

2022/23 – 2026/27

(Reviewed and Approved by the Board of Directors on 30 May 2024)

Official Sign - Off

Official Sign-Off	
It is hereby certified that this Strategic Business Plan: <ul style="list-style-type: none">▪ Was developed under the guidance of the Board of Directors and its Committees;▪ Takes into account all the relevant policies, legislation and other mandates for which Ntinga is responsible.▪ Accurately reflects the Goals and Objectives which Ntinga will endeavour to achieve over the period of four financial years (2022/23 – 2026/27).	
Reviewed on:	May 2024
Endorsed by the Ntinga Management on Date:2024:	 L. MBIKO Chief Executive Officer
Approved by the Ntinga Board of Directors on Date:2024:	 Dr N.T. Ndudane Chairperson of the Board

ACRONYMS/ ABBREVIATIONS

Acronyms or Abbreviation	Explanation
AFS	Annual Financial Statements
AG	Auditor General
ARCGC	Audit, Risk, Corporate Governance Committee
ARC	Agricultural Research Council
ATR	Annual Training Plan
BBBEE	Broad Based Black Economic Empowerment
Board	Board of Directors
BoD	Board of Directors
BSC	Balanced Score Card
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Properties Commission
CMS	Change Management Strategy
CS	Company Secretary
DBSA	Development Bank of Southern Africa
DDM	District Development Model
DDP	District Development Plan
DMS	Document Management System
DRP	Disaster Recovery Plan
DTIC	Department of Trade Industry and Competition
ECRDA	Eastern Cape Rural Development Agency
ERP	Enterprise Resource Planning
EC	Eastern Cape
ECDC	Eastern Cape Development Corporation
ECSECC	Eastern Cape Socio-Economic Consultative Council

Acronyms or Abbreviation	Explanation
ERP	Economic Recovery Plan
GRAP	Generally Recognised Accounting Practice
GDS	Growth Development Strategy
HDI	Human Development Index
H:CS	Head: Corporate Services
H:WS	Head: Water Services
HOD's	Head of Departments
HR	Human Resources
HRRC	Human Resource and Remuneration Committee
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDZ	Industrial Development Zone
LED	Local Economic Development
LMs	Local Municipalities
NDP	National Development Plan
JP	Job Profile
KFPM	Kei Fresh Produce Market
KSD	King Sabatha Dalindyebo
MFMA	Municipal Finance Management Act
MANCO	Management Committee
MCR	Minimum Competency Requirements
MCS	Marketing and Communication Strategy
Mol	Memorandum of Incorporation
MoU	Memorandum of Understanding
NORTDA	Ntinga O.R. Tambo Development Agency
Ntinga	Ntinga O.R. Tambo Development Agency
ORTDM	O.R. Tambo District Municipality
TVET	Technical Vocational Education and Training

Acronyms or Abbreviation	Explanation
PESTEL	Political, Economical, Social, Technological, Environmental and Legal
PDP	Provincial Development Plan
PMO	Project Management Office
PSJ	Port St John's
PSJDA	Port St John's Development Agency
RAFI	Rural Agro-Industries and Financial Initiative
SA	South Africa
SEDA	Small Enterprise Development Agency
SEZ	Special Economic Zone
SCM	Supply Chain Management
SDA	Service Delivery Agreement
SOC	State Owned Company
SOEs	State Owned Enterprises
SMMEs	Small Medium Macro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats

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PART A: STRATEGIC CONTEXT

1. SOCIO-ECONOMIC PROFILE OF O.R. TAMBO DISTRICT MUNICIPALITY

1.1 The O.R. Tambo District Municipality (ORTDM) is one of the six District Municipalities in the Eastern Cape (EC) Province, located in the eastern half of the province, with its eastern border being approximately 300 KMs of the Indian Ocean coastline of South Africa (SA). To the north, it is bordered by the Alfred Nzo District Municipality, to the northwest, by the Joe Gqabi District Municipality, to the west, by the Chris Hani District Municipality, and to the southwest, by the Amathole District Municipality. Within its jurisdiction, the District includes five (5) Local Municipalities, namely:

- a) Ingquza Hill Local Municipality;
- b) Port St Johns Local Municipality;
- c) Nyandeni Local Municipality;
- d) Mhlontlo Local Municipality; and
- e) King Sabata Dalindyebo Local Municipality.

1.2 The socio- economic profile of the ORTDM can be briefly summarised as follows:

- a) 1.51 million Population (4th largest district in SA) with an average growth of 1.02%. Population is projected to grow by approximately 0.92% in the next three years. The district is one of the highly populated districts in SA, with huge developmental backlogs.
- b) The King Sabata Dalindyebo Municipality, which includes the district's administrative and economic centre of Mthatha, accounts for the greatest contribution to GDP (59.26%) and to formal employment opportunities (52.35%) within the ORTDM. The economy of the ORTDM is largely driven by the tertiary sector, a sector dominated by community services. The community services

consist of public administration (14.3%), education (23.4%), health and social work (9.2 %), and other community services (4.6 %). The trade sector at 18.5% is the second largest contributor to the economic activity. This is not an ideal economic reality, as for a strong economy to be achieved and sustained, a strong primary sector (comprising agriculture, manufacturing, and other production types) must dominate.

- c) As a result of the distorted structure of local economy, the district is seen as a consumer destination of products and services from other regions of the country. It is highly consumptive rather than productive character results in flight of revenue, income and employment opportunities required to reverse the local triple challenge of poverty, unemployment and inequality. The greatest challenge facing the region is to reduce dependency of local economy on public sector, to promote more industrialization and improve the commercial sector.
- d) Key economic growth sectors like Agriculture, Oceans Economy, Tourism and Manufacturing with greater developmental potential in the district, have not yet taken-off.

1.3 This strategy is underpinned by the following sectors:

- A. Agriculture and Agro-processing;
- B. Oceans Economy
- C. Tourism; and
- D. Manufacturing.

A. Agriculture and Agro-processing.

In agriculture and agro-processing, the entity seeks to support the growth and development of marginalised categories of producers to substantially contribute towards the achievement of the national development objectives (i.e. poverty eradication, economic growth and job creation) as stipulated in the National Development Plan (NDP), Economic Reconstruction and Recovery Plan (ERRP) and the Comprehensive Rural

Development Programme (CRDP), in which agriculture is identified as one of the primary drivers of growth in the economy. The entity subscribes to the National Agriculture and Agro-Processing master Plan that adopts the NDP 3-tier pro-growth strategy for rural communities which seeks to promote:

- i) Maximum exploitation of under-utilized land in areas of the former homelands and land in the hands of land claimants and other land reform beneficiaries,
- ii) Expansion in production of export-led high value crops and investment in integrated value chains,
- iii) Growing agro-processing, to drive inclusive growth and job creation in the industry as well as a theory of change that posits a need for co-existence of small, medium, and large commercial farmers and agribusinesses operating in commercial and marginalized agricultural areas linked to both domestic and export markets across the entire value chain.

Ntinga seeks to locate itself within the agricultural and agro-processing value chains with the following amongst other projects:-

- Kei Fresh Produce Market,
- Umzikantu Red Meat Abattoir,
- Adam Kok Farms,
- Mechanizations Centre,
- Feedlot
- Cannabis incubator on Adam Kok Farms
- The Food and Chemicals Innovation Technology Stations,

These projects have been prioritised as catalytic projects that will drive the local economy and create opportunities for local entrepreneurs across related sectors and value chains. They will also create needed jobs to lower down both the number of people living below the poverty line and unemployment sitting at 83.3% and 72%, respectively.

Consistently with the NDP and AAMP Ntinga encourages the development focused on a

district-based commodity value chain development towards ensuring inclusive growth in terms of neglected areas as well as excluded prospective entrepreneurs.

B. Oceans Economy.

In the space of Oceans Economy, the Entity seeks to localise achievement of national and provincial objectives set for the Oceans Economy, some of which in the short to medium term include establishment of a local technical capacity, identification of catalytic projects and to fast-track implementation and impact realisation of such identified catalytic projects.

Ntinga will work develop these initiatives in collaboration with local municipalities but seek to participate as an investor who would mobilise participation of local entrepreneurs in all viable Oceans Economy value chains. Ntinga is to facilitate investment in the following areas:

- i) Skills development in fishing and boat operations.
- ii) Storage and packaging facilities.
- iii) Transportation and logistics.

C. Tourism.

In respect of tourisms the entity seeks to occupy space in respect of infrastructure and property development.

In infrastructure the interventions will be limited to horse and hiking trails, signage, ablution facilities, viewing decks and watch towers for tourists and lifeguards on the seaboard and beachfronts. In property development the interventions will include hospitality and conferencing facilities e.g., Coffee Bay Hotel, where such initiatives serve as catalytic projects to attract tourists to local cultural as well as historical and natural heritage-based product and service offerings by participating entrepreneurs.

This pattern of thinking is based on commonly shared observations that the O.R. Tambo District is endowed with the most picturesque tourism destinations. It is endowed with

several significant cultural and heritage sites, and it boasts with being home to South Africa's iconic legends such as the late Nelson R. Mandela. However, despite such enormous potential, tourism still contributes under 10% to the district's GDP. The district's potential would also benefit from provision infrastructure to and at tourist sites, roads, signage, water and sanitation, electricity, ablution facilities, viewing sites and amenities, and the entity aims at creating some of these entities particularly in popular beaches.

D. Manufacturing.

Ntinga's approach to manufacturing entails industrialization of the district economy through:

- i) Innovation,
- ii) Skills development,
- iii) Reduced input costs,
- iv) Revitalization and expansion of industries' infrastructure,

Manufacturing in general would be pursued in respect of construction and building material.

E. CATALYTIC PROJECTS

In line with our mandate, the Agency is required to implement catalytic projects on behalf of the district municipality. This is done in order to stimulate local economic development. The nature of these projects dictates that there must specific Council Resolutions as well as confirmation of funding to enable implementation. They will form part of a formal Service Delivery Agreement with the municipality.

During this period, there is a list of projects that have already been identified and communicated for the Agency to pursue and implement. The list will be updated from time to time as more opportunities are identified. It is worth noting that these projects are at a conceptual stage hence the starting point will be feasibility studies and business planning to ascertain their viability and sustainability. Below are projects assigned to the Agency.

a) Design Office

The municipality's Infrastructure, Water and Sanitation Departments implements capital infrastructure projects funded by either internal generated funds or external grant funding. Ntinga has been tasked to develop capacity to establish a projects design office in which capital infrastructure projects will be designed. This service will be extended to other municipalities.

b) Digital Infrastructure

The district embraces benefits associated with the use of technology in delivering services in an efficient and effective manner. Primary point of interest is connectivity as well as data management. To this end the municipality issued a call for proposal inviting prospective service partners. In this context Ntinga's role has been identified as being that of an implementing agent in the roll-out of digital infrastructure across the district.

c) Alternative Energy

One of the fundamental elements in the provision of water services is the reliability of power supply. The municipality has been adversely affected by the frequent power outages. This has presented the Agency with an opportunity to work with the district municipality as well local municipalities in addressing this challenge by obtaining an energy generation licence. The plan is to generate power to first service the municipality's infrastructure. Excess power will then be supplied back to the power grid. It is envisaged that energy distribution will remain with the local municipalities that have been licenced to do so.

d) Water Institute

The parent municipality is planning to establish a water institute for purposes of skills development, research as well as ensuring reliable and quality services to its communities. This will be in the form of an institute formed in collaboration with knowledge institutions and the private sector. Ntinga will then assume a responsibility of operating

the institute upon its establishment.

e) Establishment of a local factory for water material

One of the main cost drivers and determinants of the standard of service provided to citizens is the water material. This includes water pipes and other materials used in the repair and maintenance of water infrastructure. Ntinga is thus mandated to establish a local manufacturing plant for materials that are needed by the municipality. This will be done in collaboration with the private sector and other organs of state.

F. TRADE AND INVESTMENT PROMOTION

The O.R. Tambo District Municipality has developed a Trade, Investment, Promotion and Facilitation Strategy which will guide the entity when pursuing trade and investment development.

In all the above sectors, the entity will facilitate entrepreneurship, training and skills development, as well as integration of innovation based on the 4th Industrial Revolution technologies and/or solutions.

In summary, therefore, the entity's primary role is to occupy space in relevant sectors and value chains and serve as an active catalyst to the district economy while leveraging on efforts of civil society, business as well as national, provincial and local government funded public trade and investment programmes.

This approach is necessitated by a real need for the entity to generate revenue to re-invest in the **public purpose**, while enhancing local economic growth and strengthening local entrepreneurship, equality and job creation towards improving the bleak picture depicted by the current district's socio-economic profile.

2. PESTEL ANALYSIS

The external Environmental Scanning (*Political, Economical, Social, Technological, Environmental and Legal - PESTEL Analysis*) is another key foundation element to crafting the Ntinga Strategy. The PESTEL Analysis helps to understand the “*big picture*”, by analysing the national and global environment for determining opportunities and risks. The aim is to develop specific tactics to mitigate the risks involved in executing the Ntinga vision in these unfamiliar environments and take advantage of change.

2.1 Political Factors

- a) While democracy is one of the best political systems used globally, it has got its risks, particularly in a developing country like South Africa (SA). For instance, there is a developing trend of dependency on state support even amongst the economic stratum of local business as well as mass action coupled with the destruction of infrastructure by communities demanding service delivery.
- b) Global instability calls for constant scanning of the environment by government. In an unstable environment, food prices go up hence poverty alleviation and economic growth initiatives are negatively impacted by incidents such as the unfolding geopolitical restructuring and subsequent economic outcomes unleashed by Russia-Ukraine as well as the US China conflicts.
- c) Although Ntinga has its governance structures, some of the decisions directly affecting the entity ought to be taken by the Council of O.R. Tambo District Municipality. Occasional challenges regarding stability, lack of urgency or promptness in respect of decision making, as well as constantly changing resource allocation priorities at the level of the parent municipality play an important role in the effectiveness and efficiency of the entity.
- d) The strong support of the shareholder plays a critical role in the stability of Ntinga and strengthens the entity towards fulfilling its mandate.

2.2 Economic Factors

- a) Economic recession is not over yet, and globalisation is affecting SA (*as an emerging economy*) negatively.
- b) Fluctuation of the rand value and inflation, and actual cost of goods and services heightened by the Russia-Ukraine conflict may invoke higher wage demands from employees and raise costs.
- c) SA is recording a slow economic growth, which is not creating sufficient jobs, and therefore is meaningless and irrelevant to the poor communities.
- d) There is high reliance on big cities for economic growth.
- e) Government's prioritization of Rural Development is a positive note for our rural region.
- f) The devastating effects of COVID-19 from 2020 led to increased social spending which has resulted in increased demand for basics like food which has boosted some sectors like the retail.
- g) A thriving culture of entrepreneurship and SMME sector is critical for development of a polity or region. In the region the lack of locally driven initiatives and dependency syndrome of those who try on state support for grant funding has a direct negative impact on high expectations placed by the local community on the entity. Strategies, mechanisms and tactics are necessary to extend easy access by local entrepreneurs to finance/funding needed to their technical skills and technological base and to lessen the burden of expectation on Ntinga.
- h) The constrained fiscus environment from both the Parent Municipality and Ntinga is an opportunity for innovative solutions to meet the competing demands to fulfil the mandate of Ntinga.
- i) The country is faced by rising interest rates. The effect of this is reduction in consumer spending which does not bode well for economic growth.

2.3 Social Factors

- a) Urbanisation is a threat to farming in terms of youth attitude towards farming and availability of labour.
- b) Community attitude and perception towards government in general and service delivery in particular, is not good.
- c) History of agricultural practices in the region is rich, coupled with availability of arable land.
- d) Corporate social responsibility of the private sector is enforced by the government through various strategies [e.g. the Broad Based Black Economic Empowerment (BBBEE) Act].
- e) Farming consciousness albeit inadequate access to resources that exists in the region serves as an advantage particularly for the three enterprises of the entity.
- f) The high levels of unemployment and poverty within the Region where Ntinga operates present an opportunity for Ntinga to remain relevant and impactful to change the socio-economic dynamics.

2.4 Technological Factors

- a) While new technology changes may reduce production costs, improve quality and lead to innovation, this may result in high cost of training and development, and increased staff turnover.
- b) There is a need for research and development in innovative technologies as well as integration of innovations based on the 4th Industrial Revolution and/or solutions.
- c) Outbreak of COVID 19 pandemic heightened the use new technologies like Zoom, Microsoft Teams for ease of communication among others which has resulted in the Information Communications Technology sector boom.

2.5 Environmental Factors

- a) Climate change is a big threat for the agricultural sector, which our rural economy depends on. Some parts of the district are prone to adverse weather conditions.
- b) Growing desire to protect the environment and the general move towards more environmentally friendly products and processes is affecting demand patterns, and at the same time creating business opportunity.
- c) Ntinga recognises its responsibility of ensuring that its activities do not result to environment degradation. Consequently, a sustainability policy was adopted.

2.6 Legal Situation

- a) South African Labour Laws are more protective to the employee than the employer, which means that workers will have to be carefully and efficiently managed from the supervisory level upwards.
- b) Local Government is highly legislated resulting in bottlenecks on the implementation of the strategy – however participation of Ntinga in trading on a model where revenue generation initiatives are designed to secure profits to be re-invested in local economic development are critical has become imperative within this constraining legislative environment
- c) Managing the abattoir and the fresh produce market has their own regime of laws, regulations and compliance requirements. In order to be able to succeed at the highest level, Ntinga will have to comply with these requirements. With the introduction of manufacturing and the oceans economy to Ntinga's mandate, a new set of regulatory and compliance regime will be introduced which Ntinga will have to comply with.
- d) The Legal structure of Ntinga as an Entity in terms of the Companies Act presents an advantage to negotiate and contract independently in consultation with the Parent Municipality on projects that further and enhance the mandate of the Entity consequently, contributing to local development within the Region.

3. SWOT ANALYSIS

In reviewing the Ntinga Strategy, a thorough assessment of the Entity’s *strengths and weaknesses*, as well as *opportunities and threats* was carried out. This analysis provides a platform to determine strategic positioning, enable identification and addressing of activity traps, as well as identifying a proactive and reactive potential. The following were identified across the four focus areas of this analysis:

TABLE 1: SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Good Governance and strong leadership (e.g. Board and an experienced Management), to effectively deliver on the Mandate. ▪ Positive track record on Audit Outcomes. ▪ Competent and agile staff with Project Management and Social Facilitation skills. ▪ Operating and technological systems in place. ▪ Good relations between the shareholder and the Entity. ▪ All senior management positions are filled, and experienced managers retained (institutional memory). ▪ Existence of productive infrastructure such as farms, fresh produce market and the abattoir. ▪ Banana ripening facility, potato washer facility at the fresh produce market. ▪ Performance management system implemented in the management level ▪ Sound relations with organised labour. ▪ Consensus on institutional culture development 	<ul style="list-style-type: none"> ▪ Inadequate financial resources to deliver on the Mandate. ▪ Late signing of agreements between the entity and the parent municipality. ▪ Partial implementation of Organizational Policies. ▪ Absence of technical capacity to deliver on the Mandate. ▪ Lack of profitability/viability on implemented projects. ▪ Image deficit or poor organizational image. ▪ Inadequate skills alignment – service delivery (circular economy, township. ▪ Inadequate good performance culture. ▪ Under-utilisation of available resources. ▪ Inadequate maintenance of available infrastructure. ▪ Poor knowledge management capacity. ▪ Inability to retain professionals due to environmental factors/ social factors ▪ Time lags between decisions and implementation thereof ▪ Application of the bulk of current available resources towards

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Strong desire for implementation by all role players ▪ Strong support by the shareholder ▪ Vibrant relations between the entity and the farmers 	<ul style="list-style-type: none"> administration i.e. salaries leaving a small room for ploughing back to the core business and income generating activities. ▪ Involvement of the Entity to various activities with limited resources resulting in non-impactful interventions. ▪ heavy reliance on the grant.

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Suitable arable land for crops including high value crops (cannabis). ▪ Partnership with other organs of state such as CSIR (including alternative energy sources). ▪ Strong sheep and beef farming community. ▪ Potential beneficiation. ▪ District Development Model (DDM) one plan. Joint planning and maximisation of available resources. ▪ Resource mobilisation from National entities (partnerships emanating from DDM). ▪ Available government market procurement ▪ O.R Tambo consumer market that is not brand loyal but price sensitive (Product Mix opportunity, not brand but quality). ▪ Good rainfall patterns along the coast. 	<ul style="list-style-type: none"> ▪ Rolling power blackouts (loadshedding). ▪ Internal capability to deliver due to limited resources (agility impacted) – Climate change (floods and change in the rain patterns). ▪ Inadequate role clarification between the parent municipality and the entity. ▪ Global instability (impact on Supply chain). ▪ Political changes (National, Provincial and Local). ▪ Impact of urbanisation on food availability (inadequate labour force). ▪ Water scarcity due to poor infrastructure (catchment). ▪ Fiscus Constrains and sudden change to district funding priorities. ▪ Non availability of Commercial property. ▪ Former homelands land tenure system. ▪ Poor brand image.

<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> ▪ Potential Forex from exports including Southern African Development Community Free Trade Zone. ▪ Opportunity to collaborate with National entities to advance technology development in the marginalised areas like OR Tambo (ICT Funding) ▪ Vibrant informal sector. ▪ Women and youth involvement in production activities. ▪ Retrain/reskill unemployed educated youth towards agriculture ▪ Regional Airport. ▪ Over 300km of the coastline in ORT (opportunity for Oceans Economy, that is fishing and tourism) – accessibility, localisation. ▪ Strategic partnerships – Niche Market. ▪ Agri, Cultural, and Religious Tourism. Silver economy (products and services for the ageing population). ▪ Clear Mandate and Support from the ORTDM Council. ▪ Willingness from strategic partners (public and private sector) to collaborate with the Entity. ▪ WSU in Mthatha with Rural Agri-business Development Centre ▪ Partnership with the Tsolo Agriculture and Rural Development Institute Agric 	<ul style="list-style-type: none"> ▪ Educated but unemployed youth. ▪ Environmental issues that could jeopardise future development efforts, particularly tourism development, and agricultural development. ▪ Emergence of the epidemics and pandemics ▪ Unresolved land claims. ▪ Inadequate supply of credible local Service Providers/Suppliers. ▪ Declining economy/recession. ▪ Continuously changing local government legislation. ▪ Negative perceptions from some of our stakeholders (<i>e.g., some government departments</i>). ▪ Increasing culture of intolerance/vandalism on state infrastructure and assets. ▪ Delays in passing Council resolutions necessary to deliver on the mandate ▪ Dissatisfaction from the Parent Municipality with the current output by Ntinga in relation to the execution of the mandate. ▪ Zoning and rezoning of properties ▪ Inadequate exploitation of value chains

<i>Opportunities</i>	<i>Threats</i>
<p>College (TARDI).</p> <ul style="list-style-type: none"> ▪ Market is available (1,5 million population in the district) ▪ Impact of the cash economy from the market. ▪ Wild Coast industrial park already approved. ▪ Local manufacturing (small industries). ▪ Entrepreneurial Eco-system (Business and Community collaboration). ▪ Political will from the shareholder. 	

4. STAKEHOLDER ANALYSIS

The stakeholder analysis of Ntinga outlines stakeholder groups and or institutions that have a vested interest in the operations and activities of the Entity.

4.1 O.R. Tambo District Municipality

The ORTDM and its Council is the shareholder and primary stakeholder of the Entity. The Entity is beholden to the ORTDM and has been established to support the initiatives of the Council to bring about sustainable social and economic development in the district. The expectations of ORTDM must enjoin the Entity to support and add value to its IDP, The District Development Plan (DDP), District Growth and Development Strategy (GDS), as well as its Local Economic Development (LED) Strategy.

These expectations include but are not limited to the Entity implementing projects that stimulate local economic growth, attracting investors to the district, improving district trade relations with domestic and international markets, thereby opening markets for the movement of quality goods and services from the district and increasing revenues,

as well as mobilising and attracting funding for strategic infrastructure initiatives to the district.

4.2 Local Municipalities and its Municipal Entities

The five (5) local municipalities (LMs) of O.R. Tambo District Municipality which are as follows: Mhlontlo, Nyandeni, King Sabatha Dalindyebo (KSD), Ingquza Hill (IHLM) and Port St John's (PSJ), including PSJ Development Agency (PSJDA), are the direct public service instruments of the communities in the district confronted daily with the expressed needs and concerns of the people. These municipalities are a primary nerve centre of the Entity; hence have a direct interest in the services offered by the Entity.

Their expectations include but are not limited to the improvement of their communities thereby reducing unemployment and alleviating poverty and other economic development activities, for the betterment of the lives of their citizens.

In addition to the locally based Port St Johns Development Agency, the strategy encourages management to link Ntinga with similar entities established by other municipalities for purposes of shared growth, benchmarking and peer review towards adding value to their collective efforts in strengthening local economic development agendas of the areas of operation.

4.3 National and Provincial Government

The National and Provincial Governments are entrusted by the State to advance the quality of life of their citizenry. They are custodians of the Constitutional promise of a better life for all. Through their programs and budget votes, they support the development envisaged by the state. The Entity is thus enjoined with other organs of state to support and deliver sustainable development initiatives in the district.

In addition to the locally based Port St Johns Development Agency, the strategy encourages management to link Ntinga with similar entities established by other municipalities for purposes of shared growth, benchmarking and peer review towards

adding value to their collective efforts in strengthening local economic development agendas of the areas of operation.

4.4 Development Partners and State-Owned Enterprises (SOE's)

Another set of stakeholders that are critical to the Entity include a wide range of SA government development partners and agencies. These include a variety of State-Owned Enterprises (SOEs) and other organisations, such as (to name a few), the Development Finance Institutions (DFI) such as the Development Bank of Southern Africa (DBSA) and Small Enterprise Finance Agency (Sefa), the Industrial Development Corporation (IDC), the Independent Development Trust (IDT), the Agricultural Research Council (ARC), the Council for Scientific and Industrial Research (CSIR) the Small Enterprise Development Agency (Seda), the East Cape Rural Development Agency (ECRDA), the Eastern Cape Development Corporation (ECDC) and the Eastern Cape Socio-Economic Consultative Council (ECSECC), Sector Education and Training Authorities (SETAs), Industry Trusts e.g. Sacta Levy, who have been established ostensibly to accelerate government's economic and social development agenda.

In addition to these local development partners, the entity intends to explore partnerships with development institutions which could be built on the relationships the democratic state has developed with other countries at both the level of research, development, technology and skills transfer, funding as well as trade and investment.

It is therefore in the interest of the Entity to partner with relevant bodies and structures that are geared to support social and economic development, including infrastructure, job creation, the advancement of agricultural technologies, and the promotion of trade and small medium and micro enterprises, as well as co-operatives enterprises and to enhance skills development.

Various other international development agencies and trade partners who have development assistance and trade programs can be accessed through the Department

of Trade Industry and Competition (dtic), as well as the Department of International Relations and Co-operation (DIRCO), whose interests are aligned to that of the Entity.

4.5 Business Organisations

A wide range of apex businesses and sector organisations who are important stakeholders to the Entity exist and include local farmers. These organisations have access to knowledge, skills, technologies, information and other resources, which could assist in the development of the O.R. Tambo district. Their interests include but are not limited to developing business partnerships and relations, exchange of business products and services, as well as business partnerships and co-operation.

4.6 Traditional Leaders

Traditional leaders and chiefs are a critical constituency of the Entity, as they form a significant group of leaders that are a repository of land and value systems that may accelerate and/or frustrate socio-economic development. They also represent the land interest of the communities, who are the primary beneficiaries of the Entity's socio-economic programmes. Their interests include but are not limited to, area development, the economic advancement of their subjects, the upholding of cultural values within progressive development frameworks and initiatives. The impact of traditional leaders on development can be observed through their coordination of local collective action, adjudication of conflicts, and oversight of land rights. Traditional leaders are also critical in the coordination of development initiatives, working together with the entity.

4.7 Knowledge Institutions

The Knowledge Institutions include Institutions of Higher Learning like Universities, Colleges and Technical Vocational Education and Training (TVET) Colleges. These Institutions are critical in the delivery of Ntinga Mandate particularly those that are involved in research, development and training in fields of marine and agriculture. Their

interests include experiential training of their students and their placement when they have completed their studies.

These Institutions are critical in the delivery of Ntinga Mandate particularly those that are involved in research supportive of the above sectors, training relevant to knowledge and skills sets required to develop the sectors. The strategy envisages training interventions that will extend access to affordable technology which will promote required market efficiencies and skill those who have no skills, upskill those who require additional academic and professional training to improve specialisation in their fields and reskill particularly the youth. The entity will facilitate access to experiential training and placement opportunities for graduates who remain unemployed.

4.8 Ntinga Board of Directors

The Board of the Entity is a vital component in the development of ORTDM. The Board is therefore charged with the responsibility of overseeing the proper governance and delivery of the Entity's key core programs.

As an internal stakeholder, the Board's interests and expectations revolve around the need for the organisation to provide strategic direction to the executive staff of the Entity; assist with defining and monitoring of the organisation's business plan/strategy, ensure that the structure of the organisation is adequate to meet its business plan/strategy, evaluate the performance of its Chief Executive Officer and top management, mobilise sufficient funding and other resources to support the achievement of the organisation's vision and mission, and further support the operations of the organisation by providing expert and professional advice.

4.9 Ntinga Suppliers and Customers

Ntinga in some of its business units for its continued delivery of its mandate relies on Suppliers for delivery of quality goods and or services on time and in the quantities required. Ntinga Customers are the lifeline of our trading enterprises whose needs need

to be constantly met to retain their loyalty and in return from whom we derive continued business and revenue.

4.10 Ntinga Employees

Employees as an internal stakeholder are invested in the performance and success of Ntinga and to ensure that they continue to be paid and retain their jobs more so within the environment where there is scarcity of job opportunities within the district.

5. STATUTORY AND OTHER MANDATES

In line with the requirements from National and Provincial Government, as well as the ORTDM directives, we confirm that the Ntinga Strategy is aligned to all relevant government legislative prescripts and mandates, which regulate and further guide local government (and municipal entities), as some are shown below:

TABLE 2: STATUTORY AND OTHER MANDATES

No.	Legislative Mandate	Alignment
1.	Constitution of the Republic of South Africa (Act No. 108 of 1996)	✓
2.	White Paper on Local Government, 1998	✓
3.	Municipal Structures Act No. 117 of 1998	✓
4.	Municipal Systems Act No. 32 of 2000 and Regulations	✓
5.	Municipal Finance Management Act No. 56 of 2003	✓
6.	Companies Act No. 71 of 2008 and Regulations	✓
7.	National Treasury Regulations	✓
8.	Public Audit Act No. 25 of 2004	✓
9.	Intergovernmental Relations Framework (IGR), Act No. 13 of 2005	✓
10.	Preferential Procurement Policy Framework (PPPFA) Act No. 5 of 2000 & Regulations	✓

No.	Legislative Mandate	Alignment
12.	Medium Term Strategic Framework (MTSF)	✓
14.	Millennium Development Goals (MDG)	✓
15.	National Development Plan (Vision 2030)	✓
16.	Easter Cape Vision 2030, Provincial Development Strategy (PDP)	✓
17.	Provincial Medium Strategic Framework (PMSF)	✓
18.	The Local Government Turn-around Strategy,2009	✓
19.	Labour Relations Act 66 of 1995	✓
20.	Basic Conditions of Employment Act 75 of 1997 as amended	✓
21.	Occupational Health and Safety Act 85 of 1993 as amended	✓
22.	Employment Equity Act 55 of 1998	✓
23.	National Environmental Management Act 107 of 1998 as amended	✓

6. ALIGNMENT WITH NDP, PDP, IDP & DDP OF ORTDM, DDM & ECONOMIC RECOVERY PLAN

In formulating this Strategy, Ntinga has taken into consideration relevant national, provincial and district plans and priorities in an effort to ensure that its own plans and priorities are suitably aligned, so as to contribute towards the greater achievement of O.R. Tambo District Municipality, Eastern Cape and South Africa's developmental goals. The primary plan in this regard is the 2030 National Development Plan (NDP), which sets out six interlinked priorities:

- a) Uniting all South Africans around a common program to achieve prosperity and equity;
- b) Promoting active citizenry to strengthen development, democracy and accountability;

- c) Bringing about faster economic growth, higher investment and greater labour absorption;
- d) Focusing on key capabilities of people and the state;
- e) Building a capable and developmental state; and
- f) Encouraging strong leadership throughout society to work together to solve problems.

These are further elaborated in the Medium-Term Strategic Framework (MTSF) 2019-2024, and Ntinga's alignment to this and the OR Tambo Integrated Development Plan (IDP), O.R. Tambo District Development Plan (DDP), Eastern Cape Provincial Development Plan (PDP), Provincial MTSF Implementation Plan, District Development Model, the Economic Recovery Plan (ERP) are further detailed below.

TABLE 3: ALIGNMENT WITH NDP, PDP, DDM, ERP, IDP & DDP OF ORTDM

National Development Plan	Eastern Cape Provincial Development Plan	District Development Model (DDM) Strategic Goals	Economic Recovery Plan (ERP) Priority Interventions	Local Government KPA's (IDP)	ORTDM District Development Plan	Ntinga (SOC) Ltd Goals
An integrated and inclusive rural economy.	Goal 1: A growing, inclusive and equitable economy	<ul style="list-style-type: none"> • To increase employment opportunities in keeping with economic-sector development opportunities. • Further empowerment of age group 36-59 years old to have increased up-to-date skills development. • To develop regional 	<ul style="list-style-type: none"> • Infrastructure investment; • Energy security; • Presidential Employment Stimulus; • Strategic localisation, industrialisation and export promotion; • Tourism recovery and growth; • The green economy; • Food security; 	Local Economic Development.	Goal 4: A growing, innovative/responsive and inclusive economy.	<p>Goal 1: Enhanced and Enabled Full Value Chains (upstream and downstream) for Agricultural Produce, Markets and Abattoirs</p> <hr/> <p>Goal 2: Diversified Partnerships that Promote Inclusive Socio-</p>

National Development Plan	Eastern Cape Provincial Development Plan	District Development Model (DDM) Strategic Goals	Economic Recovery Plan (ERP) Priority Interventions	Local Government KPA's (IDP)	ORTDM District Development Plan	Ntinga (SOC) Ltd Goals
		<p>competitive commercial trading.</p> <ul style="list-style-type: none"> To unlock agricultural development potential of the currently underutilised agricultural sector. 	<ul style="list-style-type: none"> Gender equality and economic inclusion 			<p>economic Development and Growth.</p>
<ul style="list-style-type: none"> Building a Capable, and Developmental State. Fighting Corruption 	<p>Goal 5: Capable, conscientious, and accountable institutions.</p>	<ul style="list-style-type: none"> Identify rural nodes decentralise development to limit pressure on CBDs. To develop infrastructure 		<p>1. Municipal Financial Viability and Management.</p> <p>Good Governance and</p>	<p>Goal 5: An efficient and effective public sector, able to provide strong economic governance leadership.</p> <p>Goal 5: An efficient and effective public</p>	<p>Goal 3: Promote Trade and Investment opportunities in the district.</p> <p>Goal 4: Dynamic, Capable and Sustainable State-Owned Company.</p>

National Development Plan	Eastern Cape Provincial Development Plan	District Development Model (DDM) Strategic Goals	Economic Recovery Plan (ERP) Priority Interventions	Local Government KPA's (IDP)	ORTDM District Development Plan	Ntinga (SOC) Ltd Goals
		<p>to supply development demand.</p> <ul style="list-style-type: none"> • To ensure sustainable service provision, IGR effectiveness and sufficient collection ratios. • To establish sustainable financial revenue streams. 		<p>Public To release and unlock traditional land that has significant commercial agricultural value Participation.</p> <p>Municipal Transformation and Organisational Development.</p>	<p>sector, able to provide strong economic governance leadership.</p> <p>Goal 5: An efficient and effective public sector, able to provide strong economic governance leadership.</p>	

The above plans are further summarised below:

ANNEXURE B: NTINGA SOC LTD ALIGNMENT WITH ECAPE MTSF, AND ORTDM MTSF IMPLEMENTATION PLAN

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
Goal 1: Building a Capable, Ethical and Developmental State	Public value and trust; active citizenry and partnerships in society	<ul style="list-style-type: none"> ▪ Improved governance and accountability ▪ Functional, Efficient and Integrated Government 	<ul style="list-style-type: none"> ▪ Integrated Monitoring and Evaluation System for public sector governance and accountability ▪ Percentage of qualified audits in national, provincial, local government and public entities 	<ul style="list-style-type: none"> ▪ Rationalize governance system in the public sector ▪ Strengthen the governance system of SOEs ▪ Enhance productivity and functionality of public sector institutions in supporting people-centered service delivery 	<ul style="list-style-type: none"> ▪ To manage the financial viability of the O.R Tambo District Municipality through sound management and good governance ▪ To build a coherent district that is responsive, accountable and promotes 	Goal 5: Dynamic, Capable and Sustainable State-Owned Company	<ul style="list-style-type: none"> ▪ Improved governance and accountability within Ntinga ▪ Functioning Governance Structures and Processes ▪ Achievement of Clean Audit outcome 	<ul style="list-style-type: none"> ▪ Performance Management System implementation, and Cascading of Individual Performance Management to all employment levels within the Entity ▪ Financial management and reporting. ▪ Supply Chain Management reforms and Oversight.

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
					<p>clean governance</p> <ul style="list-style-type: none"> ▪ To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate. 			<ul style="list-style-type: none"> ▪ Proper asset management. ▪ Clean administration. ▪ Plan to resolve audit queries developed and implemented. ▪ Risk management Register/ top ten strategic risks ▪ Governance Development ▪ Updated and signed Annual Board Resolution Register

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
Priority 2: Economic Transformation and Job Creation	<ul style="list-style-type: none"> ▪ Unemployment reduced to 20%-24% with 2 million new jobs created especially for youth; ▪ Economic growth of 2%-3% and, ▪ Growth in levels of investment to 23% of GDP ▪ Transformed, representative and inclusive economy which prioritises women, youth and persons with disabilities 	<ul style="list-style-type: none"> ▪ More decent jobs created and sustained with youth, women and persons with disabilities prioritized ▪ Quality and quantum of investment to support growth and job creation improved ▪ Industrialisation, localisation and exports <p>Increased economic participation, ownership, access to resources,</p>	<ul style="list-style-type: none"> ▪ Percentage growth for exports in national priority sectors (automotive, agriculture & agro-processing CTLF, chemicals, gas, steel and metal fabrication, tourism, ICT, defence, health, mining, renewables, green economy, oceans economy, creative industries) 	<ul style="list-style-type: none"> ▪ Create jobs through Job Summit Commitments, Operation Phakisa and other public sector employment programs. ▪ The Mzimvubu scheme (linked to the Wild Coast agro-industrial special economic zone). ▪ Create a conducive environment that enables national priority 	To promote rapid and sustainable economic growth within the limits of available natural resources	<p>Goal 2: Enhanced and Enabled Full Value Chains</p> <p>Goal 4 Promoted trade and investment opportunities.</p> <p>Goal 3: Diversified Partnerships that Promote Inclusive Socio-economic Development and Growth</p>	<ul style="list-style-type: none"> ▪ Total Rand value of new committed private sector investment facilitated by Ntinga into the district ▪ Total number of new permanent direct jobs created through new committed investment facilitated by Ntinga into the district ▪ National priority sectors grow contribution to GDP 	<ul style="list-style-type: none"> ▪ Refurbishment and continuous maintenance of infrastructure and facilities. ▪ Production and marketing of red meat (cattle, sheep, & pigs) carcasses and offal, locally and beyond. ▪ Piggery development through partnerships ▪ Utilisation of Abattoir for slaughtering incrementally towards full capacity.

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
		<p>opportunities and wage equality for women, youth and persons with disabilities</p> <p>Reduced concentration and monopolies and expanded small business sector</p> <p>Quality and quantum of investment to support growth and job creation improved</p>	<ul style="list-style-type: none"> ▪ Investment in infrastructure secured and implemented ▪ Percentage contribution of small business to GDP ▪ Level of participation, ownership, employment, equity by sex/gender, age, disability, sector/industry, occupational level 	<p>sectors to support industrialisation and localisation, leading to increased exports, employment, and youth- and women-owned SMME participation</p> <ul style="list-style-type: none"> ▪ Support localisation and industrialisation through government procurement ▪ Facilitate the increase in number of 			<p>growth of 3% and exports increase by 4%</p> <ul style="list-style-type: none"> ▪ Rand value of Ntinga facilitated trade agreements signed in ORTDM ▪ Number of jobs created through Ntinga facilitated trade agreements signed ▪ Rand value of trade conducted through Ntinga 	<ul style="list-style-type: none"> ▪ Establish meat market as an additional outlet ▪ Facilitate aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents. ▪ Utilise meat market as a value capturer. ▪ Provide Market Access for Adam Kok Farms' produce. ▪ Establishment of BEE Market Agent ▪ Consideration of other viable

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
				<p>competitive small businesses with a focus on township economies and rural development</p> <ul style="list-style-type: none"> ▪ SMME development through incubation centres and digital hubs ▪ Ensure inclusion of SMMEs in localisation and buy local campaigns 			<p>trading enterprises</p> <ul style="list-style-type: none"> ▪ Percentage compliance of government spend on designated products and services ▪ Number of competitive small businesses and cooperatives supported ▪ Number of incubation centres and digital hubs established ▪ Provisions made in 	<p>alternatives of operating the market.</p> <ul style="list-style-type: none"> ▪ Extend business operating hours. ▪ Commercial beef production and buying of cattle for fattening for Umzikantu Abattoir. ▪ Livestock improvement programmes (e.g. bull loaning and Heifer exchange). ▪ Assist farmers with animal identification ▪ Facilitate investment in

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
				<ul style="list-style-type: none"> ▪ Improve the quality and rate of infrastructure investment ▪ Expand government spend on women, youth and persons with disabilities through preferential procurement 			<ul style="list-style-type: none"> ▪ Rand value of Public Economic Infrastructure expenditure ▪ Percentage preferential procurement spend by sex/gender, age and disability 	<ul style="list-style-type: none"> ▪ Develop and support agriculture and agro-processing, tourism and ocean's economy sectors in ORTDM to enable them to participate in industrialization and localization programs.

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
								<ul style="list-style-type: none"> ▪ Facilitate access to government procurement. ▪ Forge partnerships with local municipalities in the district.
<p>Priority 5:</p> <p>Spatial Integration, Human Settlements and Local Government</p>	Rapid land and agrarian reform contributing to reduced asset inequality, equitable distribution of land and food security	Agrarian transformation	Increased volume of productive land	<p>Increase Ha of land under cultivation in traditional areas</p> <p>Smallholder farmers supported for food production and commercial activities</p> <p>Smallholder farmers supported with</p>	To promote rapid and sustainable economic growth within the limits of available natural resources	<p>Goal 1: Enhanced and Enabled Full Value Chains</p> <p>Goal 3: Trade and Investment Promotion</p> <p>Goal 4: Diversified Partnerships that Promote</p>	<p>Hectares of land under cultivation</p> <p>Number of FPSU (Farmer Production Support Units) functional</p> <p>Number of smallholder</p>	<p>Structured partnerships with landowners, churches, Communal Property Association, Traditional Leaders, and private landowners.</p>

MTSF 2019-2024					OR TAMBO DM IDP	NTINGA		
MTSF Priority	2024 Impact	Outcome	Outcome Indicator	Interventions	Municipal Goals	Outcome Oriented Strategic Goals	Outcome Indicators	Interventions
				<p>skills and infrastructure and financial support measures to increased productivity</p> <p>Livestock handling and auction facilities mapped and established</p> <p>Agri-hubs and agro-processing facilities established</p>		Inclusive Socio-economic Development and Growth	<p>farmers supported</p> <p>Number of livestock handling and auction facilities</p> <p>Number of agro-processing facilities</p>	

PART B: STRATEGIC FRAMEWORK

7. STRATEGIC PLANNING PROCESS

The strategy of Ntinga is informed by the mandate, ORTDM planning process, including the annual strategic planning session, the State of the District Address (SODA) and the IDP consultative process. Ntinga's Goals are aligned to the District Development Plan (DDP) as well as the Provincial Growth and Development Strategy (PGDS).

8. NTINGA MANDATE

The entity be mandated to carry out the following activities:

- i) Socio-economic development with special focus on agro-processing, manufacturing, oceans economy and tourism.
- ii) Fresh produce markets and abattoirs.
- iii) and any other activity agreed upon with the parent municipality, provincial and national government and the private sector (any other related function, in partnership with either Public or Private Sector)".

9. VISION

Vibrant and Sustainable Communities.

10. MISSION

Being a catalyst for innovation in promoting socio-economic development and sustainable services to communities, through strategic partnerships and new investments.

11. VALUE PROPOSITION

Promotion of Socio-economic Development.

12. VALUES

- i) Nurture and Care.
- ii) Leadership.
- iii) Learning and growth.
- iv) Agility.
- v) Innovation and Creativity.
- vi) Good Governance, Accountability and Transparency.
- vii) Integrity and Honesty.

13. GOALS AND CRITICAL SUCCESS FACTORS

Ntinga endeavours to achieve the following four (4) Goals:

TABLE 4: GOALS AND CRITICAL SUCCESS FACTORS

GOAL # 1:	Enhanced and Enabled Full Value Chains (upstream and downstream) for Agricultural Produce, Markets and Abattoir
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Critical Success Factor:

- (a) Availability and sustainability of feedstock and markets.
- (b) Functional feedlots
- (c) Improved profitability and operational efficiency on all trading enterprises.
- (d) Availability of stock for genetic improvement
- (e) Compliant product and service suppliers
- (f) Increased number of branded animals from community supplied to the abattoir
- (g) Increased number of locally produced pigs supplied to the abattoir
- (h) Full recapitalisation will lead to improved cashflows and business profitability
- (i) Strategic positioning of Meat Market to KFPM
- (j) Establishment and recruitment of market agents

GOAL # 2:	Diversified Partnerships that Promote Inclusive Socio-economic Development and Growth.
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Critical Success Factor:

- (a) Appropriate and relevant networks.
- (b) Fundraising and mobilisation of resources.
- (c) Signed agreements with relevant stakeholders and partners
- (d) Funded support of SMMEs and cooperatives.

GOAL # 3	Promoted and Facilitated trade and investment opportunities in the district.
<p>Critical Success Factors</p> <ul style="list-style-type: none"> (a) Budget to market the district as a trade and investment destination (b) Trade and investment facilitation Capacity (c) One Stop Shop Unit for Trade and Investment Promotion. (d) Marketing campaigns. (e) Appropriate Trade and Investment promotion skills (f) Appropriate Project planning and management skills (g) Supplier development programmes (h) Working tools and technological capability 	

GOAL # 4:	Dynamic, Capable and Sustainable State Owned Company.
<p><u>Critical Success Factor:</u></p> <ul style="list-style-type: none"> (a) Skilled and capable workforce to effectively and efficiently implement Ntinga Mandate. (b) Inclusion of external stakeholders on various skills programmes through SETA fundings. (c) Recognised employer by the Department of Employment and Labour through compliance with relevant equity legislations. (d) Appropriate performance management system linked to the achievement of pre-determined Goals. (e) Systems to monitor organisational performance and provide timely interventions. (f) Updated policies and systems (g) Integrated systems (h) Innovative Entity serving as a forerunner and catalyst for socio economic development within the Region 	

14. NTINGA DISTINCTIVE CAPABILITIES AND CORE COMPETENCIES

Given the macro and micro environmental imperatives that are a feature of NTINGA Development Agency, it is clear that for the organisation to perform at optimal and high efficiency levels that are designed at achieving its mission and value proposition, the organisation must ensure that it has the requisite competencies outlined in Table 5 below rated on a scale 1 - 3 where 1 = not important, 2 = is important and 3 = is very important.

Table 5: NTINGA Development Agency Rated competency requirements

COMPETENCIES (Skills, Behaviours, Knowledge and Attitudes)	RATING
Strategic capability and leadership	3
Governance Leadership	3
Knowledge of developmental local government	3
Programme and Project Management	3
Change Management	3
Financial Management	3
Risk Management	3
Stakeholder Relations	3
Knowledge Management	2
Service Delivery Innovation	3
Problem Solving and Analysis	2
People Management and Empowerment	3
Client Orientation and Customer Focus	3
Communication	3
Knowledge of global and South African specific political, social and economic contexts	2
Interpretation of and implementation within the legislative and national policy frameworks	3
Competency in policy conceptualisation, analysis and implementation	3
Skills in Institutional Governance Systems and Performance Management	3
Audit and Assurance	3
Exceptional and dynamic creativity to improve the functioning of the organization	3
Trade and Investment Promotion	3
Sound Business Development and Management acumen	2

COMPETENCIES (Skills, Behaviours, Knowledge and Attitudes)	RATING
Decision making and sound judgement	3
Agility and Flexibility	2
Analytical and Solution Driven	3
Lateral thinking and Innovation skills	3
Commercial and industry acumen	3
Sound interpersonal and networking skills	2
Planning and Organizing skills	3

15. PERFORMANCE MANAGEMENT

Ntinga remains focused on entrenching a performance driven culture. To this end, Ntinga utilizes the Balanced Scorecard (BSC) methodology and framework as part of its strategic management process and integrates this with performance management to ensure that policies are aligned to the business strategy and the achievement of the set performance objectives and targets, rewarding employees for their contribution to the success of the institution.

The balanced scorecard is a strategic planning and management system that is used extensively in business worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against Goals. The objective of a Balanced Scorecard is to transform an organization's strategic plan from an attractive but passive document into the "marching orders" for the company on a daily basis. It provides a framework that not only provides performance measurements, but helps planners identify what should be done and measured. It also enables executives to truly execute their strategies. The balanced scorecard will therefore provide a clear prescription as to what Ntinga should measure in order to 'balance' the financial perspective.

The Entity is also responsible to improve Individual Performance Management System (IPMS) as well as focusing on the performance of employees in achieving business objectives and Strategic goals of the Entity.

The following are the key aspects of the BSC:

- a) A tool for the translation of the strategy into a set of balanced and meaningful objectives, measures and targets at all levels of functions;
- b) A process that allows cascading of strategic objectives to ensure alignment and through involvement promotes buy-in;
- c) A platform for improved communication on individual contributions to the overall strategy;

16. STRATEGY MAPPING

Strategy maps are communication tools used to tell a story of how value is created for the organization. They show a logical, step-by-step connection between strategic objectives (shown as ovals on the map) in the form of a cause-and-effect chain. Generally speaking, improving performance in the objectives found in the Learning & Growth perspective (the bottom row) enables the organization to improve its Internal Process perspective Objectives (the next row up), which in turn enables the organization to create desirable results in the Customer and Financial perspectives (the top two rows).

DIAGRAM 1: BSC STRATEGY MAPPING

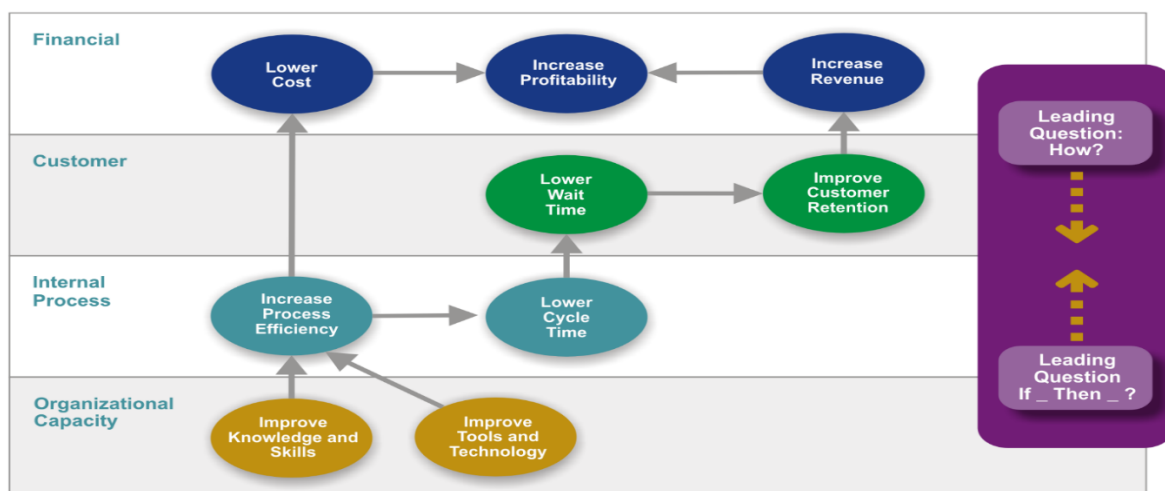
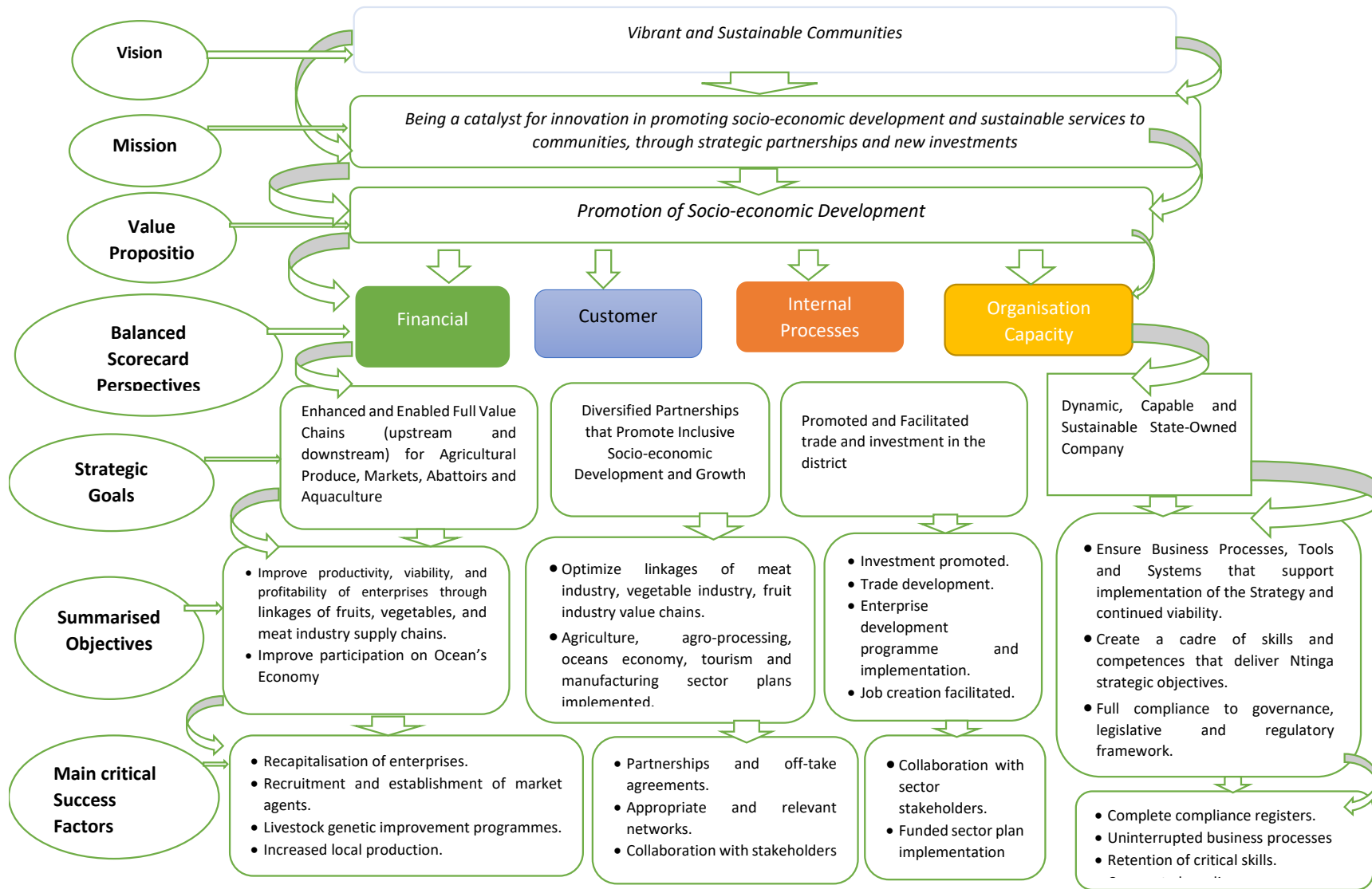


DIAGRAM 2: PERSPECTIVES OF THE BSC



DIAGRAM 3: NTINGA STRATEGY MAP



17. SCORE CARDS

TABLE 5: CORPORATE SCORE CARD

GOALS	FIVE YEAR (2022/23- 2026/27)				
	WEIGHTS PER GOAL				
	2023/24	2024/25	2025/26	2026/27	2027/28
1. Enhanced and Enabled Full Value Chains (upstream and downstream) for Agricultural Produce, Markets and Abattoirs.	40%	40%	40%	40%	40%
2. Diversified Partnership that Promote Inclusive Socio-economic Development and Growth.	20%	20%	20%	20%	20%
3. Promoted and Facilitated trade and investment in the district.	20%	20%	20%	20%	20%
4. Dynamic, Capable and Sustainable State- Owned Company.	20%	20%	20%	20%	20%
TOTAL SCORE FOR STRATEGIC GOAL PER ANNUM	100%	100%	100%	100%	100%

18. ANNUAL PERFORMANCE TARGETS

TABLE 7: PERFORMANCE TARGETS

GOAL: 1	Enhanced and Enabled Full Value Chains (upstream and downstream) for Agricultural Produce, Markets, Abattoirs.
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This goal is looking at Umzikantu Abattoir, KFPM and AKF, the three Trading Enterprises should support all Ntinga operations by generating revenue that will finance Ntinga operations. This goal is about full value chain i.e. upstream and downstream, in this we mean AKF will produce beef and buy some from communities and supply Umzikantu Abattoir for slaughter and sale to retail and communities. Umzikantu also slaughter for communities, butcheries and others at a fee. AKF will also produce fruit and vegetables to supply KFPM. KFPM sells farmers produce to retail and general public using commission base system where market agent will be responsible for selling of farmer's produce.

In the first year of this strategy the entity plans to develop an oceans economy strategy that will identify its niche. From year two onwards the entity will on an incremental scale, implement its strategy which will be designed to improve build its participation in oceans economy sector development.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
1.1 Improve productivity and profitability of Umzikantu Abattoir by 30 June 2027.	1.1.1 Number of livestock units slaughtered for communities, butcheries, and other meat retailers.	Improved profitability and operational efficiency Recapitalisation of the abattoir - Production and marketing of red meat (cattle, sheep, goats & pigs) carcasses and	564 Livestock units slaughtered for communities, butcheries, and others.	369 Livestock units slaughtered for communities, butcheries, and others.	378 Livestock units slaughtered for communities, butcheries, and others.	416 Livestock units slaughtered for communities, butcheries, and others.	457 Livestock units slaughtered for communities, butcheries, and others.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
		<p>offal, locally and beyond. Strategic positioning of Meat Market to KFPM</p> <p>Utilisation of abattoir for slaughtering incrementally towards full capacity.</p>					
	1.1.2. Number of livestock units slaughtered for sale, towards abattoir full capacity.		1307 Livestock units slaughtered for sale, towards abattoir full capacity.	1142 Livestock units slaughtered for sale, towards abattoir full capacity.	1764 Livestock units slaughtered for sale, towards abattoir full capacity.	2520 Livestock units slaughtered for sale, towards abattoir full capacity.	3780 Livestock units slaughtered for sale, towards abattoir full capacity.
	1.1.3 Revenue generated from meat sales and slaughter fees.		R9,786,548 Revenue generated from meat sales and slaughter fees.	R19 985 298 Revenue generated from meat sales and slaughter fees.	R29,835,879 Revenue generated from meat sales and slaughter fees.	R44,341,256 Revenue generated from meat sales and slaughter fees.	R56,192,593 Revenue generated from meat sales and slaughter fees.
1.2 Improve functionality and viability of Kei Fresh Produce Market (KFPM) by	1.2.1 Tonnage of agricultural produce sold by Market Agents	Mapping out local suppliers and ensuring Improved profitability and operational efficiency on all	1900 Tons of agricultural produce sold by Market Agents.	3341 Tons of agricultural produce sold by Market Agents.	3777Tons of agricultural produce sold by Market Agents.	4126 Tons of agricultural produce sold by Market Agents.	4503 Tons of agricultural produce sold by Market Agents.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
initially focusing and targeting linkages of fruits, vegetables and meat industry supply chains by 30 June 2027.		trading enterprises. Recapitalisation of the Market infrastructure and facilities. Establishment and recruitment of market agents - Encourage aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents.					
	1.2.2 Revenue generated from 5% commission of agricultural produce sold		R1,500,000 Revenue generated from 5% commission of agricultural produce sold.	R1,210.000 Revenue generated from 5% commission of agricultural produce sold.	R1,035,000 Revenue generated from 5% commission of agricultural produce sold.	R1,242,000 Revenue generated from 5% commission of agricultural produce sold.	R1,490,400 Revenue generated from 5% commission of agricultural produce sold.
	1.2.3 Full utilisation of KFPM floor space for revenue generation		Full utilisation of KFPM floor space for revenue generation	Two additional competitive market agent secured.	Two Additional competitive Market Agent secured who can fill floor space.	One Additional competitive market agents secured	Full utilisation of KFPM floor space for revenue generation.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
1.3 Utilise Adam Kok Farms as a primary production hub for agricultural produce by 30 June 2027	1.3.1 Number of cattle produced, sourced, and supplied to Umzikantu Abattoir.	Availability and sustainability of feedstock and markets. Improved profitability and operational efficiency.	1222 Cattle produced, sourced, and supplied to Umzikantu Abattoir	914 Cattle produced, sourced, and supplied to Umzikantu Abattoir.	1260 (580 from culling and Grade A) Cattle produced, sourced, and supplied to Umzikantu Abattoir.	2016 (720 from culling and Grade A) Cattle produced, sourced, and supplied to Umzikantu Abattoir.	2520 (720 from culling and Grade A) Cattle produced, sourced, and supplied to Umzikantu Abattoir.
	1.3.2 Revenue generated from cattle produced and sold to other markets	Recapitalisation of AKF Purchase cattle ready for slaughter. Cull, and condition/fatten old cows. Exchanged heifers and condition/fatten cattle from exchange. Implement Standard breeding practices	R3,434 512 generated from cattle produced and sold to other markets	R3,434,512 generated from cattle produced and sold to other markets	-	-	-
	1.3.3 Number of hectares utilised for animal feed		Utilise available arable land for animal feed	46 ha utilised for crop production (40ha maize, 4ha cabbage and 2ha butternut	20ha utilised for maize production	20ha utilised for maize production.	20ha utilised for maize production.
	1.3.4 Revenue generated from sale of crops		R720,000 from crop sales	R2 727 000 generated from sales of crops	1 Feasibility study on high value crops conducted	-	-
	1.3.5 No of Feedlots established as source of supply to Umzikantu Abattoir		-	-	One feedlot establishment facilitated	One feedlot establishment facilitated -	One feedlot establishment facilitated -

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
1.4. Coordinate livestock improvement interventions to enhance regional supply of quality stock to Umzikantu Abattoir.	1.4.1 No of bulls loaned to communities to improve livestock quality	Availability of stock for genetic improvement Increased number of branded animals from	8 bulls loaned to communities	8 bulls loaned to communities	4 bulls loaned to communities	4 bulls loaned to communities	4 bulls loaned to communities
	1.4.2. No of heifers exchanged with community cattle	community supplied to the abattoir Increased number of	80 heifers exchanged with community cattle	50 heifers exchanged with community cattle	30 heifers exchanged with community cattle	30 heifers exchanged with community cattle	30 heifers exchanged with community cattle
	1.4.3. No of farmers assisted with brand mark certificate applications	locally produced pigs supplied to the abattoir	80 farmers assisted with brand mark certificate applications	200 farmers assisted with brand mark certificate applications	200 farmers assisted with brand mark certificate applications	200 farmers assisted with brand mark certificate applications	200 farmers assisted with brand mark certificate applications
	1.4.4. No of animal identification campaigns organised		5 animal identification campaigns organised	8 animal identification campaigns organised	5 animal identification campaigns organised	5 animal identification campaigns organised	5 animal identification campaigns organised
	1.4.5. No of piggeries supported in the district		Profiling existing piggeries in the district	-	-	-	-
	1.4.6 No of custom feeding facilities		Identify and profile existing custom feeding facilities	-	-	-	-

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
	established and supported						

GOAL: 2 | Diversified Partnerships that Promote Inclusive Socio-economic Development and Growth.

In this goal, the entity plans to form partnerships and secure off-takes to achieve targets sets at goal one. The partnerships will be with farmers who will assist in supplying livestock to the abattoir and off-takes will feed to the supply of fruit and vegetables to KFPM.

In addition, partnerships built to support broader development in agriculture, agro-processing, oceans economy, tourism, 4IR, and manufacturing sectors will be sought by the entity.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Targets	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
2.1 Optimize linkages of meat industry value chain that enhance functionality of Umzikantu Abattoir by 30 June 2027.	2.1.1 Number of signed and implemented off-take agreements for sale of meat from Umzikantu Abattoir.	3 Off-take agreement for sale of meat from Umzikantu Abattoir signed and implemented	5 Off-take agreement for sale of meat from Umzikantu Abattoir signed and implemented.	5 Off-take agreement for sale of meat from Umzikantu Abattoir signed and implemented.	4 Off-take agreements for sale of meat from Umzikantu Abattoir signed and implemented.	4 Off-take agreements for sale of meat from Umzikantu Abattoir signed and implemented.	4 Off-take agreements for sale of meat from Umzikantu Abattoir signed and implemented.
2.2 Optimize linkages of fruit and vegetable	2.2.1 Number of signed and implemented partnership	1 Partnership agreement that enhance functionality of Kei Fresh Produce	1 Partnership agreement that enhance functionality	1 Partnership agreement that enhance functionality of	1 Partnership agreement that enhance functionality of	0 Partnership agreement that enhance functionality of	0 Partnership agreement that enhance functionality of Kei

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Targets	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
industry value chain in support of Kei Fresh Produce Market by 30 June 2027.	agreements that enhance functionality of Kei Fresh Produce Market.	Market signed and implemented.	of Kei Fresh Produce Market signed and implemented.	Kei Fresh Produce Market signed and implemented.	Kei Fresh Produce Market signed and implemented.	Kei Fresh Produce Market signed and implemented.	Fresh Produce Market signed and implemented.
	2.2.2 Number of signed and implemented off-take agreements with local non-commercial farmers to supply KFPM with agricultural produce.	Three (3) Off-take agreements signed and implemented with local non-commercial farmers to supply KFPM with agricultural produce.	3 off-take agreements signed and implemented with local non-commercial farmers to supply KFPM with agricultural produce.	3 off-take agreements signed and implemented with local non-commercial farmers to supply KFPM with agricultural produce.	5 off-take agreements signed and implemented with local non-commercial farmers to supply KFPM with agricultural produce.	5 off-take agreements signed and implemented with local non-commercial farmers to supply KFPM with agricultural produce.	5 off-take agreements signed and implemented with local non-commercial farmers to supply KFPM with agricultural produce.
2.3 Optimize linkages of agricultural production industry value chain that enhance functionality of Adam Kok Farm by 30 June 2027.	2.3.1 Number of signed and implemented partnership agreements that enhance functionality of Adam Kok Farms.	1 Partnership agreement signed with potential partner to enhance functionality of Adam Kok farms	1 partnership set for this financial year	2 partnerships agreements signed and implemented with potential partners to produce stock and supply Adam Kok with produce and market.	1 partnership agreement signed and implemented with potential partner for full utilisation of the farm.	1 partnership agreement signed and implemented with potential partners for full utilisation of the farm	1 partnership agreement signed and implemented with potential partners for full utilisation of the farm
				New	1 Farmers Incubation programme established at Adam Kok Farms		

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Targets	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
2.4. Prioritised Sector development plans implemented by June 2024	2.4.1 number of agricultural projects implemented.	<ul style="list-style-type: none"> • Concessions to bilateral negotiation meetings with targeted participants • Collaboration with municipalities. • Segmentation of prioritised commodities per local municipality based on their natural endowments. • Facilitate grading and upscaling of locally produced products. • Collaborate with knowledge institutions such as University of Pretoria and Technology Innovation Agency (TIA) 	5% increase to output of each prioritised sector plan (Agriculture and agro-processing, Oceans economy)	1 mechanisation Centre Established	5 Project proposals developed.	3 Projects in support of agriculture and agro processing implemented	3 Projects in support of agriculture and agro processing implemented.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Targets	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
2.5. Resource and funding provisioning partnerships in support of prioritised programmes and projects are established by 30 June 2027	2.5.1 Number of resource and funding partnerships established in support of prioritised sectors.	<ul style="list-style-type: none"> • Appropriate and relevant networks • Fundraising and resource mobilisation resources • Signed partnership agreements. • Relevant budgets with targeted strategic partners 	3 resource and funding partnerships with government departments and parastatals established	3 resource and funding partnerships with government departments and parastatals established	3 resource mobilisation and funding partnerships established	3 resource and funding proposals submitted to potential partners with government departments and parastatals established	3 resource and funding proposals submitted to potential partners.
2.6 Catalytic projects geared towards stimulating local economic development implemented by June 2027.	2.6.1 Number of catalytic projects fully implemented	<ul style="list-style-type: none"> • Concepts and plans approved by the parent municipality. • Collaborations and partnerships 		New	1 catalytic project on renewable energy implemented.		
					1 catalytic project on digital infrastructure implemented.		

GOAL 3	Promoted and Facilitated Trade and Investment in the District
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This goal focuses on trade facilitation and investment promotion. These activities will be focusing on localisation of trade and investment and in promoting Foreign Direct Investment and Export Markets. Key activities would be to promote the district as a Trade and investment destination, facilitation of trade and investment opportunities into the district and to provide on-going support to local SMMEs and externally sourced traders and investors

strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
3.1 Investment promoted by 30 June 2027.	3.1.1 Number of investment promotion events facilitated.	<ul style="list-style-type: none"> • Sector Planning capacity, Co-operation of stakeholders • National and provincial investment and trade promotion agencies, e.g. InvestSa and ECDC's One Stop Shop 	1 multi-sectoral investment book is developed for each of the 5 local municipalities of the district	1 investment promotion events facilitated.	2 investments attracted into the District.	1 event to promote the district amongst investors held.	1 event to promote the district amongst investors held.
	3.1.2 Number of infrastructure investments attracted into district tourism sites	<ul style="list-style-type: none"> • Collaboration with local municipalities • Involvement in catalytic projects such as Wild Coast SEZ. 	New indicator	2 Number of infrastructure investments attracted into district tourism sites.	-	-	-
3.2. Trade development by 30 June 2027.	3.2.1 Total rand value of goods and services facilitated by Ntinga in trade promotion.	<ul style="list-style-type: none"> • Marketing of available opportunities through up-to-date websites • Facilitate acquisition and security of commercial properties including land. 	R50 Million	R50 million	R50million of goods and services facilitated by Ntinga in Trade promotion.	Two trade fairs held.	Two trade fairs held.
3.3 A five-year Supplier Development programme is developed and implemented by 30 June 2027.	3.3.1 Number of enterprises supported.	<ul style="list-style-type: none"> • Active suppliers • Strategic partnerships 	New Target	A supplier development programme developed.	90 enterprises supported.	90 enterprises supported.	90 enterprises supported.

GOAL 4

Dynamic, Capable and Sustainable State-Owned Company

Ntinga will develop capabilities required to execute the strategy. This will entail recruitment, retention and development of its personnel. Furthermore, we will ensure full legal compliance, good governance as well as clean administration whilst at the same building entity's good reputation.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
4.1 Ensure Business Processes, Tools and Systems that support implementation of the Strategy and continued viability of the organisation by 30 June 2027.	4.1.1 100% adherence to regulations and policies	Accurate and complete financial records and PoE. Integrated system. Complete compliance register for all finance related matters.	100% adherence to regulations and policies	100% adherence to regulations and policies	100% adherence to regulations and policies	100% adherence to regulations and policies	100% adherence to regulations and policies
				Facilitate reviewal and approval of policies	Facilitate reviewal and approval of policies	Facilitate reviewal and approval of policies	Facilitate reviewal and approval of policies
	4.1.2 Value of procurement done with local suppliers (Eastern Cape).	Supplier data base registration and support	50% value of procurement done with local suppliers (Eastern Cape).	50% value of procurement done with local suppliers (Eastern Cape).	60% value of procurement done with local suppliers (Eastern Cape).	60% value of procurement done with local suppliers (Eastern Cape).	70% value of procurement done with local suppliers (Eastern Cape).
	4.1.3 % of suppliers paid within 30 days	<ul style="list-style-type: none"> Collection of due revenue. Proper cashflow management. 	100% of suppliers paid within 30 days from date of invoice.	100% of suppliers paid within 30 days from date of invoice.	100% of suppliers paid within 30 days from date of invoice.	100% of suppliers paid within 30 days from date of invoice.	100% of suppliers paid within 30 days from date of invoice.

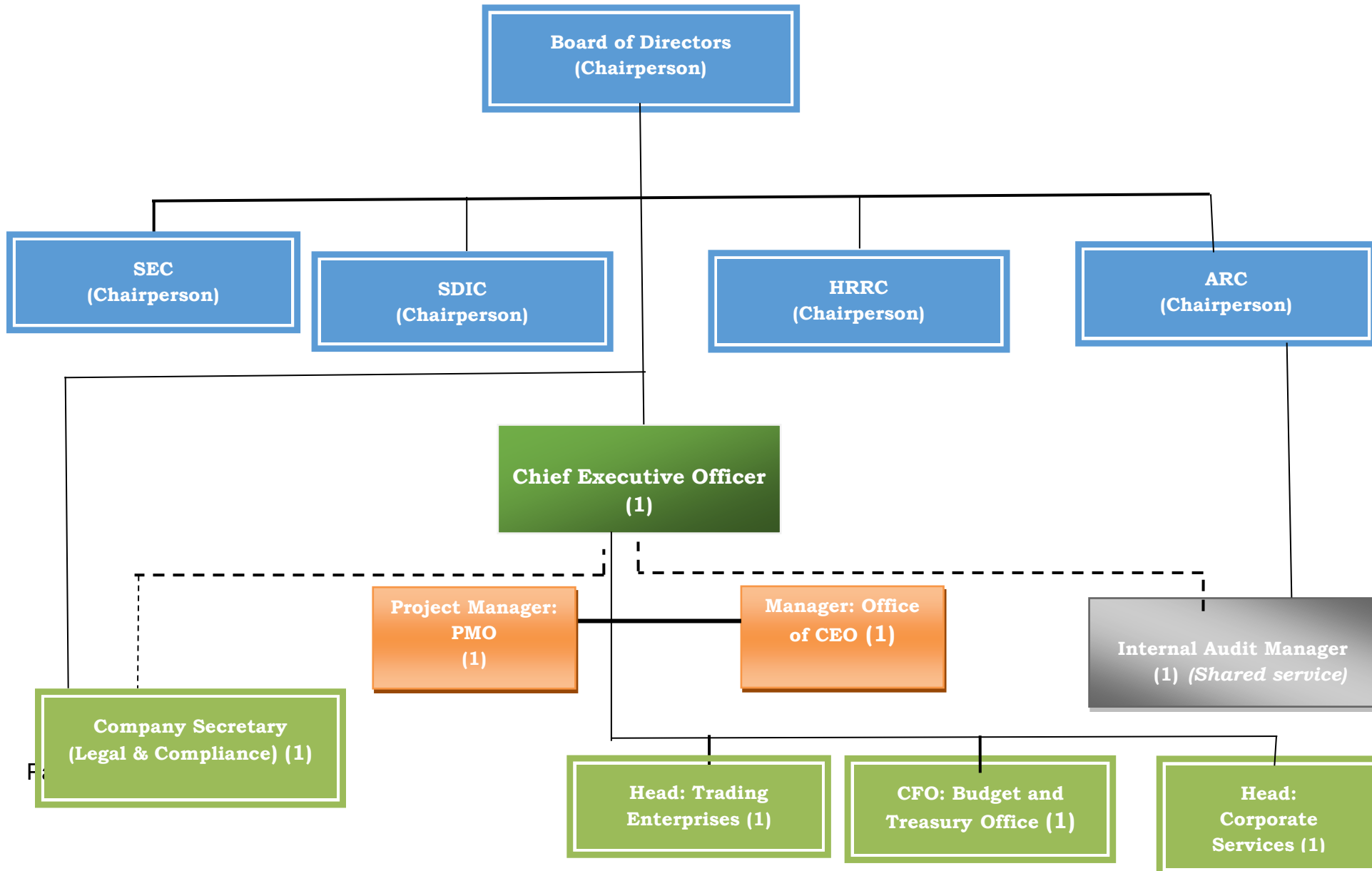
Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
	4.1.4 Clean administration and Improve Audit outcome	Accurate financial record and PoE Timely scheduled governance meeting.	Unqualified audit outcome	Clean audit opinion	Clean audit opinion	Clean audit opinion	Clean audit opinion
4.2 Create unit of skills and competences that deliver Ntinga strategic objectives.	4.2.1 % alignment of organisational structure to strategy.	Organisational Structure Review	100% alignment of organisational structure to strategy.	100% alignment of organisational structure to strategy.	100% alignment of organisational structure to strategy by June 2025	100% alignment of organisational structure to strategy by June 2026	100% alignment of organisational structure to strategy by June 2027
	4.2.2 % Improvement on retention of critical skills	Improved retention of critical skills	Improve retention of critical skills to 95%	Improve retention of critical skills to 95%	Improve retention of critical skills to 95% by June 2025	Improve retention of critical skills to 95% by June 2026	Improve retention of critical skills to 95% by June 2027
	4.2.3 Percentage implementation of the ICT Master Systems Plan.	Funding of projects identified in the ICT Master Systems Plan	80% Implementation of the ICT Master Systems Plan	80% Implementation of the ICT Master Systems Plan	80% Implementation of the ICT Master Systems Plan by June 2025	90% Implementation of the ICT Master Systems Plan by June 2026	90% Implementation of the ICT Master Systems Plan by June 2027
4.3 Continuously improve internal and external reputation and image of the institution by 30 Jun 2027	4.3.1 Number of corporate branding initiatives implemented.	• Well known corporate brand.	4 corporate branding initiatives implemented	4 corporate branding initiatives implemented.	4 corporate branding initiatives implemented.	4 corporate branding initiatives implemented.	4 corporate branding initiatives implemented.

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
4.4 Operational resilience: ensure that your business processes are documented, business process must be aligned to your business by 30 June 2027 Improve business continuity to 95% reliability.	4.4.1 Business processes and systems documented.	Revised and reviewed business processes for the entity	Revised and reviewed business processes for the entity	Revised and reviewed business processes for the entity	Revised and reviewed business processes for the entity	Revised and reviewed business processes for the entity	Revised and reviewed business process for the entity
	4.4.2 % of server availability based on operating hours	Entity business processes aligned	95% server availability based on operating hours.	95% server availability based on operating hours.	95% server availability based on operating hours.	95% server availability based on operating hours.	95% server availability based on operating hours.
4.5 Full compliance to governance, legislative and regulatory framework	4.5.1 100% compliance to all governance, legislative and regulatory framework	Annual review of strategic plan by 30 April.	Annual review of strategic plan by 31 May.	Annual review of strategic plan by	Annual review of strategic plan by 31 May 2025	Annual review of strategic plan by 31 May 2026	Annual review of strategic plan by 31 May 2027
		Periodic performance reporting	100% performance reporting	100% performance reporting	100% performance reporting	100% performance reporting	100% performance reporting
		Governance, legislation and regulatory compliance checklists	100% planning and execution of planned Board and Committee meetings, for the year	100% planning and execution of planned Board and Committee meetings for the year	100% planning and execution of planned Board and Committee meetings for the year	100% planning and execution of planned Board and Committee meetings for the year	100% planning and execution of planned Board and Committee meetings for the year
			100% compliance to all governance, legislative and regulatory framework in line with the	100% compliance to all governance, legislative and regulatory framework in line with the	100% compliance to all governance, legislative and regulatory framework in line with the	100% compliance to all governance, legislative and regulatory framework in line with the	100% compliance to all governance, legislative and regulatory framework in line with the

Strategic Objectives	Key Performance Indicators	Interventions / Critical Success Factors	2022/2023 Performance Target	Baseline 2023/2024 Performance Target	2024/2025 Performance Target	2025/2026 Performance Target	2026/2027 Performance Target
			compliance Universe.	compliance Universe	compliance Universe	compliance Universe	compliance Universe
		Up to date risk register. Risk management oversight	2022/23 Risk assessment and reporting conducted.	2023/24 Risk assessment and reporting conducted.	2024/25 Risk assessment and reporting conducted.	2025/26 Risk assessment and reporting conducted.	2026/27 Risk assessment and reporting conducted.

19. FUNCTIONAL AND OPERATIONAL ORGANISATIONAL STRUCTURE

Below is the Functional and Operational Organogram that will be able to deliver on the Strategic Business Plan.:



20. FINANCIAL IMPLICATIONS

This section highlights financial plan for the Entity that will give effect to the implementation of the strategy. The financial plan is premised on sustainability and turning around loss making trading centres to be profitable and financially viable.

20.1 Statement of Financial Position

NTINGA O.R. TAMBO DEVELOPMENT AGENCY SOC LTD ANNUAL BUDGET FOR THE 2023/2024 FINANCIAL YEAR

Table D4 - Budgeted Statement of Financial Position

Description	2010/2021	2021/2022	2022/2023	Medium Term Revenue and Expenditure Framework						
	Audited Outcomes	Audited Outcomes	Audited Outcomes	Budget year 2022/2023		Budget year 2023/2024	Budget year 2023/2024	Budget year 2024/2025	Budget year 2025/2026	Budget year 2026/2027
				Original Budget	Adjusted Budget		Adjusted Budget			
Rands										
ASSETS										
Current assets										
Cash and Cash Equivalents	3 309 325	4 926 922	3 694 242	5 710 833	764 515	1 200 000	6 997 332	2 514 300	7 782 787	16 377 322
Receivables from Exchange Trans	69 942	108 886	1 729 471	640 000	100 000	180 000	1 842 087	1 657 878	1 492 090	1 342 881
Receivables from Non-Exchange	8 096 955	259 409	305 808	192 418	192 578	210 000	305 808	290 518	275 992	262 193
Inventory	4 060 041	4 215 315	2 333 683	4 100 000	4 100 000	1 000 000	458 319	462 902	486 047	510 349
Total current assets	15 536 263	9 510 532	8 063 204	10 643 251	5 157 093	2 590 000	9 603 546	4 925 598	10 036 916	18 492 745
Non current assets										
Property, plant and equipment	56 174 980	50 963 836	47 939 153	55 991 434	49 512 420	48 895 771	45 646 703	42 621 601	39 232 362	35 719 476
Biological assets	13 173 660	14 567 854	13 732 163	9 785 816	9 304 245	9 500 000	13 135 014	16 820 349	20 272 380	23 897 013
Intangible assets	483 522	220 360	118 235	700 000	200 000	196 280	48 611	200 000	188 000	188 000
Non current assets held for sale		282 369	-	-	-	-	-	-	-	-
Total non current assets	69 832 162	66 034 419	61 789 551	66 477 250	59 016 665	58 592 051	58 830 328	59 641 949	59 692 742	59 804 489
TOTAL ASSETS	85 368 425	75 544 951	69 852 754	77 120 501	64 173 758	61 182 051	68 433 873	64 567 548	69 729 658	78 297 234
LIABILITIES										
Current liabilities										
Taxes (VAT)	8 470 750	13 502 173	14 832 454	390 000	1 372 402	1 083 713	11 999 368	10 499 368	8 999 368	8 631 022
Unspent Conditional Government	2 506 652	2 189 401	1 689 802	2 500 000	2 500 000	3 500 000	5 824 380	1 476 554	1 476 554	1 476 554
Payables from exchange transacti	7 071 895	6 915 042	6 721 368	4 600 000	5 600 000	6 500 000	8 162 793	7 754 653	7 366 921	6 998 575
Payables from non-exchange tran	446 974	446 974	446 974	446 973	446 973	446 973	446 974	446 973	446 973	446 973
Current employee benefits	4 788 007	5 661 468	4 996 324	3 800 000	4 700 000	5 600 000	5 062 256	5 211 510	5 208 130	4 086 978
Current portion of long term- liabil	296 953	67 281	90 072				8 572	8 572	8 572	8 572
Total current liabilities	23 581 231	28 782 339	28 776 994	11 736 973	14 619 375	17 130 686	31 504 342	25 389 058	23 497 945	21 640 102
Non current liabilities										
	67 281	-	205 047	-	-	-	205 047	205 047	205 047	205 047
TOTAL LIABILITIES	23 648 512	28 782 339	28 982 040	11 736 973	14 619 375	17 130 686	31 709 389	25 594 105	23 702 992	21 845 148
NET ASSETS	61 719 913	46 762 612	40 870 714	65 383 528	49 554 383	44 051 364	36 724 485	38 973 442	46 026 666	56 452 085
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)	61 719 906	46 762 617	40 870 669	65 383 529	49 554 383	44 051 364	36 724 485	38 973 442	46 026 666	56 452 085
TOTAL COMMUNITY WEALTH/E	61 719 906	46 762 617	40 870 669	65 383 529	49 554 383	44 051 364	36 724 485	38 973 442	46 026 666	56 452 085

20.2 Statement of Financial Performance

NTINGA O.R. TAMBO DEVELOPMENT AGENCY SOC LTD ANNUAL BUDGET FOR THE 2024/2025 FINANCIAL YEAR

BUDGETED STATEMENT OF FINANCIAL PERFORMANCE									
Description	2022/23	Medium Term Revenue and Expenditure Framework							
	Audited Outcome	Adjusted Budget 2021/2022	Budget year 2022/2023	Adjusted Budget 2022/2023	Budget Budget year 2023/2024	Adjusted Budget 2023/2024	Budget year 2024/2025	Budget year 2025/2026	Budget year 2026/2027
Rands									
Revenue by Source									
Fresh Farm Products - Meat and slaughter services	11 008 388	15 872 319	23 713 445	18 137 155	21 354 020	19 985 298	29 835 879	44 341 256	56 192 593
Kei Fresh Produce Market revenue	318 298	956 633	2 805 338	486 414	3 769 771	2 120 000	2 275 400	2 804 520	3 466 676
Interest earned - external investments	192 094	70 000	250 000	250 000	300 000	500 000	525 000	551 250	578 813
Special Projects and other conditional grants	-	837 735	2 400 000	2 000 000	5 000 000	3 846 395			
Transfers and Subsidies (ORTDM)	53 997 661	45 993 598	49 553 214	49 553 214	52 526 407	49 553 214	49 553 215	51 832 663	54 165 133
Water Services - Debt recovery	-	42 000	-	6 192 800	-	897 023	-	-	-
Other revenue	62 669	179 246	75 000	40 000	85 000	195 000	204 750	214 988	237 024
Rental Income from the Farm	381 813	2 933 440	4 632 568	3 848 284	6 161 512	5 714 512	250 000	1 680 000	1 764 000
Adjustments to biological assets	374 374	2 150 000	2 150 000	2 150 000	2 150 000	2 150 000	3 685 334	3 452 031	3 624 633
Gains on disposal of PPE	1 577 337	40 000	40 000	40 000	40 000	1 500 000			
Decrease in provision for doubtful debts			-	-	-	-	-	-	-
Donation of Assets by parent municipality			-	-	-	-	-	-	-
Total Revenue	67 912 634	77 113 637	85 619 565	82 697 867	91 386 710	86 461 443	86 329 579	104 876 708	120 028 872
Expenditure By Type									
Employee related costs	40 089 374	47 289 849	42 771 483	43 209 237	44 910 057	41 991 110	44 670 265	46 903 779	49 248 968
Board of Directors Allowances	1 112 249	765 305.07	850 000	960 000	1 002 500	904 078	1 264 689	1 327 923	1 394 320
Board of Directors Travelling, Accommodation & other		111 585	338 305	359 890	350 600	140 000	80 000	84 000	88 200
Depreciation	4 773 762	-	3 756 922	3 756 922	3 756 922	4 767 450	4 007 370	4 161 870	4 324 149
Finance charges	1 387 695	10 000	50 312	50 312	55 343	55 343	574 369	603 088	633 242
Fresh Produce Market Operations	1 793 549	2 288 642	3 730 928	2 955 354	4 422 895	3 922 319	2 743 144	2 880 301	3 024 316
Abattoir Operations	11 502 306	5 876 729	3 891 926	4 964 970	5 341 625	15 728 041	17 627 160	28 088 442	36 427 501
Farms Operations	4 393 909	11 206 402	16 977 318	14 138 022	17 519 601	4 848 501	4 848 097	5 090 502	5 345 027
Other Operating Expenditure	9 235 990	7 532 362	9 044 980	8 469 080	10 586 472	7 906 713	8 160 526	8 568 552	8 996 980
Adjustments to Biological Assets	381 000	80 000	100 000	80 000	100 000		105 000	115 027	120 750
Total Expenditure	74 669 834	75 408 375	82 463 425	79 906 102	88 206 015	83 892 229	84 080 621	97 823 484	109 603 452
Surplus/ (Deficit) for the year	-6 757 200	1 705 262	3 156 140	2 791 766	3 180 695	2 569 214	2 248 958	7 053 224	10 425 419
Capital Expenditure	-	1 701 400	2 671 200	2 305 506	3 140 273	2 475 000	982 268	772 631	811 263
Surplus/(deficit)	-6 757 200	3 862	484 940	486 260	40 422	94 214	1 266 690	6 280 593	9 614 156

21. KEY STRATEGIC RISKS

The Board of Ntinga monitors the risk through the Audit and Risk Committee (ARC). The ARC bears accountability for ensuring that there is an effective risk management process and systems within the SOC. At least on a quarterly basis, the ARC recommends to the Board risk mitigation strategies and policies that need to be set, implemented and monitored. Ntinga's risk management philosophy is that, although risks are owned by the CEO, they must be managed holistically by all departments. To this end, all managers, Senior Managers in particular, are expected to manage, monitor, evaluate risks within their area of responsibility and implement effective and efficient internal controls. Actions to improve internal controls are further included in the Senior Managers' balanced score cards as well as performance agreements.

Our risk management strategy is guided by the principles of the enterprise-wide risk management strategy in terms of which all identified risk areas are managed systematically and continuously at organisational level. Accordingly, Ntinga has a risk register, reviewed annually, which is treated as a risk management document of which risks are constantly recorded and managed through the introduction of effective internal controls and testing of those controls from time to time.

The risk register below reflects key top ten business risks, that need to be managed at Strategic level, which if not managed properly, could result in Ntinga not being able to achieve all or some of its strategic objectives and pre-determined goals. The following are strategic risks that were identified, which could potentially hinder the effective and full implementation of the strategy (note that these risks need to be aligned with Ntinga Strategic Risk Register):

TABLE 11: TOP STRATEGIC RISKS REGISTER

Risk assessment is still to be conducted. However, Ntinga has conducted a high-level consideration of risks identified for the country and the following are relevant to the entity.

- a) Inability to meet the set production volume targets.
- b) Inability to fully optimise linkages of fruit and vegetables value chains.

- c) Failure to maximise potential (primary production) of Adam Kok farms.
- d) Failure to contribute towards oceans economy development in the district.
- e) Inadequate coordination and integration of developmental intervention in the district.
- f) Restricted access to the information and budget allocation for development of the district by various departments
- g) Inadequate access to targeted foreign and domestic investors.
- h) Lack of adequate entrepreneurship skills.
- i) Non-compliance with laws, regulations and sound corporate governance.
- j) Inadequate internal capacity to efficiently respond to ICT business interruptions.

22. OPERATING MODEL

Our Model is a process of clarifying the Goals and objectives. This model is the link between Knowledge Management (how to do it well) and Value Creation (what is the right thing to do). It is a blueprint of the business strategy of the Entity. Each element of the model has been designed to contribute to the success of the Entity and will have an impact on both the income statement and the balance sheet. This model will provide a visual way of displaying how things work and a how all these visuals fit together as depicted in the diagram below:

DIAGRAM 3

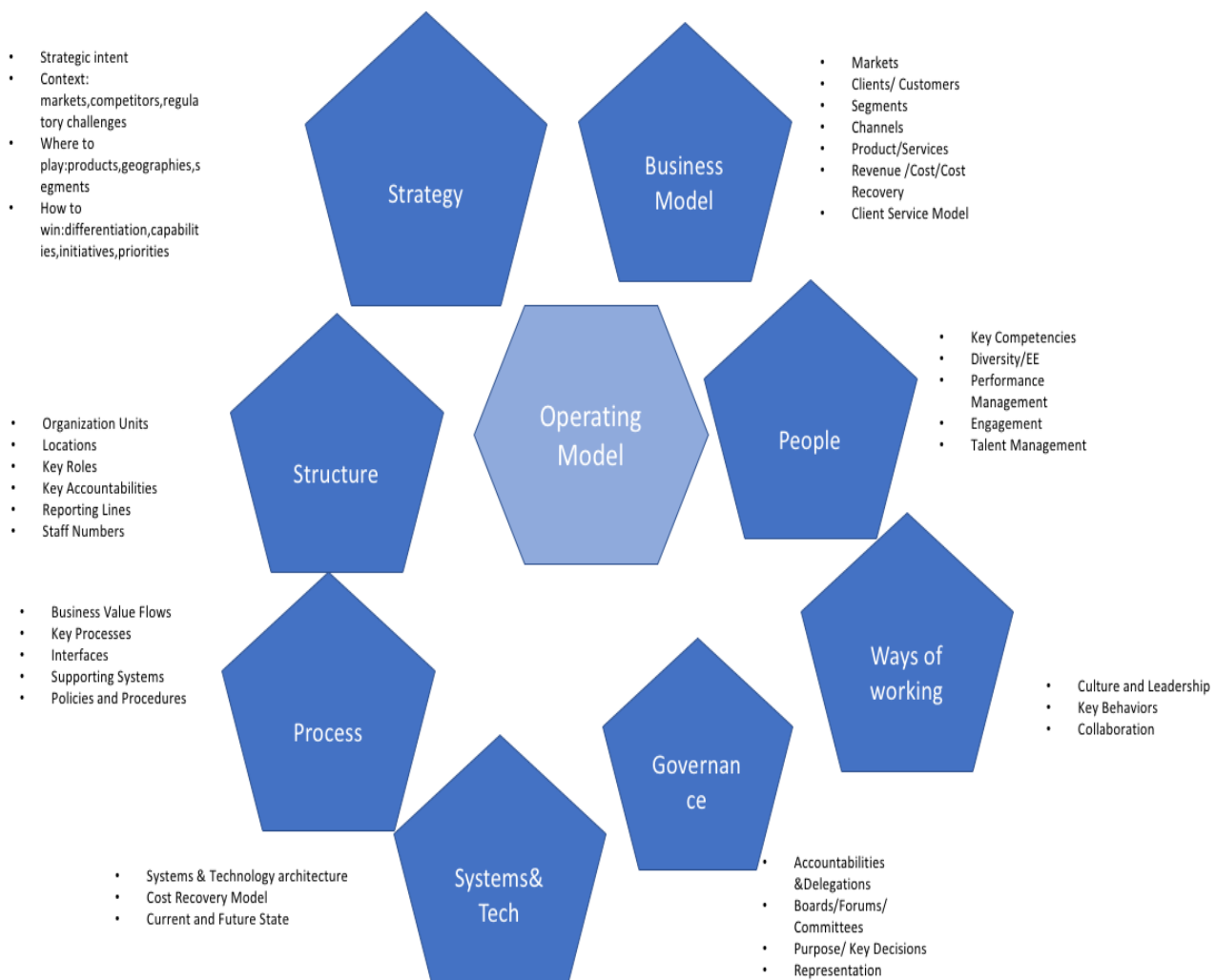
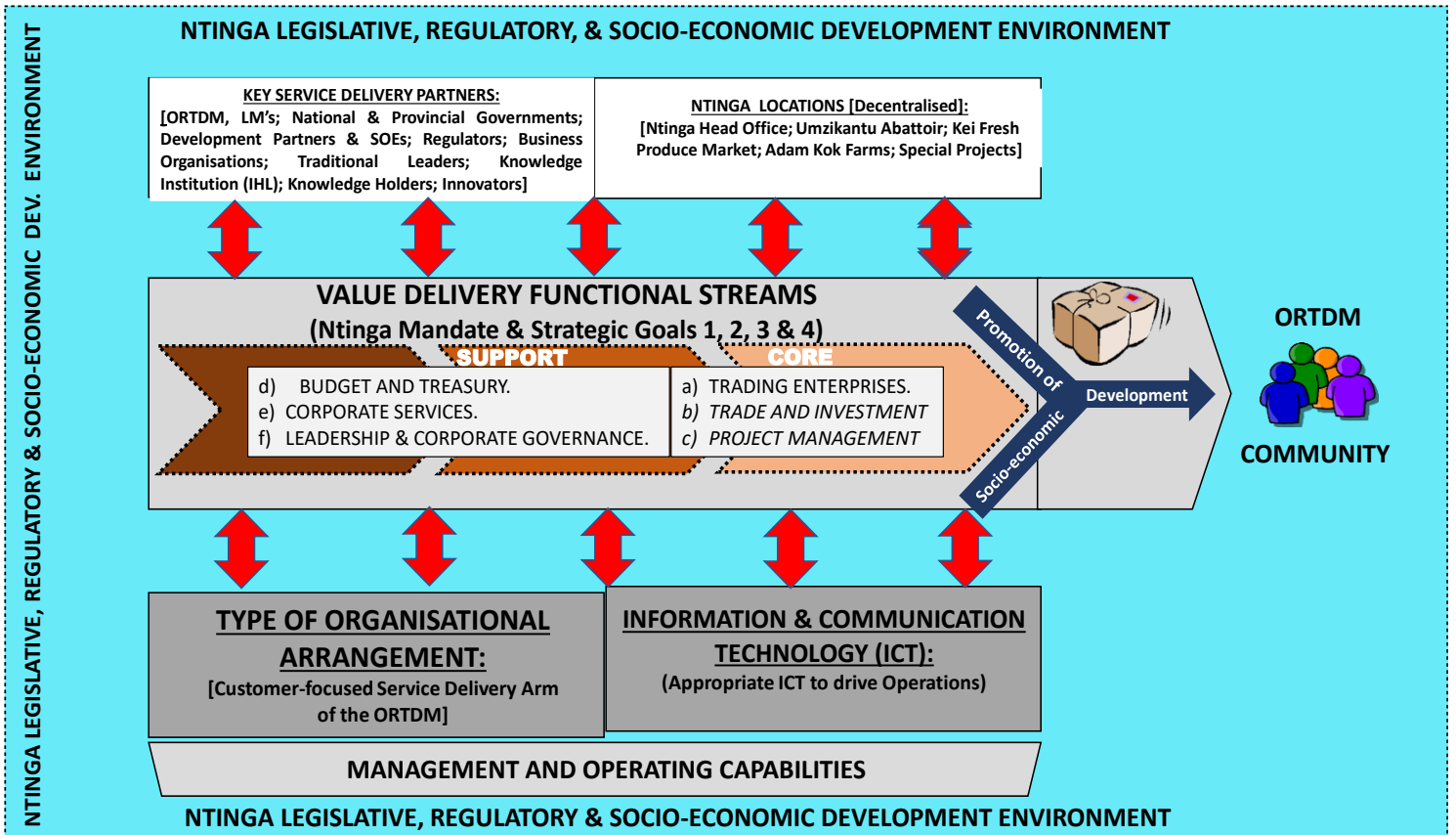


DIAGRAM 4: SOCIO-ECONOMIC DEVELOPMENT IMPACT



23. CONCLUSION

In conclusion, this document sets out a broad course of action for the Entity, taking into consideration the political and socio-economic conditions that dictate the pace of progress or lack thereof, which can be achieved. The document is not an implementation or action plan, but a statement of positioning Ntinga in its existing operating environment. It sets out elements that are critical to chart the organisation's course over the next five years (2023/24 – 2026/27).

Cognisance must be taken into account of the fact that the targets that the organisation may achieve will be a function of both the needs of its stakeholders, and the support that the stakeholders will lend to this process. In this context, the support of the Parent Municipality, the Local Municipalities, and partner development organisations will be pivotal, notwithstanding the oversight role that the Board of the Entity is expected to play.

Another critical element that will dictate the pace of the organisation is the degree to which Management will be supported and spurred on to deliver, taking into consideration the need to attract appropriate skills and resources and the environmental challenges that are a feature of the entity's existence.

This strategy document needs to be read in conjunction with the Entity's annual **Service Delivery and Budget Implementation Plan (SDBIP)**, to see the extent to which the targets set for delivery support the strategy on an annual basis.

The Board of Ntinga supports and commits to the Shareholder, that it will drive the organisation in a manner that will add value to the district, and that socio-economic development will not only be a wish, but a reality for the betterment of the people in the entire district, to ultimately result to:

“Vibrant and Sustainable Communities”