

**MID-YEAR REPORT OF THE CACADU
DISTRICT DEVELOPMENT AGENCY (CDA) FOR
THE 2023/24 FY**

Date of submission: 5 January 2024

1. Introduction

This mid-year Report for the financial period 2023/24 is submitted to the Audit and Risk Committee, the Board of Directors, and the Sarah Baartman District Municipal Council to provide governance structures with timely information on the state of CDAs finances and performance that highlights possible areas of risk so that such risks can be mitigated before they give rise to serious challenges.

The submission complies with S71 of the MFMA that allow governance structures to monitor, oversee and request corrective action where identified.

The table 1 below provide the key milestones in the municipal budget and reporting process and to which the CDA complies.

Budget Process (incl. planning, preparation, consultation and adoption of annual budget)		
<i>Activity</i>	<i>Deadline</i>	<i>Reference*</i>
Table Budget Process timetable in Council	31 August (10 months prior to start of fin.yr)	S 21(b)
Table draft budget in Council	31 March (90 days prior to start of fin. yr)	S 16(2), 17 & 87 (3)
Council to consider annual budget for approval	31 May (30 days prior to start of fin.yr)	S 24(1)
Approve annual budget by Council resolution	30 June	16(1), 24(2), & 53 (1)
In-year Monitoring and Reporting Processes		
Submit monthly S71 report to Mayor, PT and NT	Within 10 working days of the start of the mo	S71 (1), (2), (3), (4)
Mayor to table Quarterly S71 report in Council	Quarterly	
NT to publish S71 information on a quarterly basis	Quarterly (within 45 days of end of quarter)	
Mid-year Budget and Performance Assessment	25 January	S72 (1)
Table Adjustments Budget in Council	28 February	S72(3)

Table 1: Key milestones in the municipal budget and reporting process

This report has been discussed by the Operational and Management Committee of the CDA convenes once per month for the intention to get updates and feedback on the implementation of the strategic objectives or PDOs of the Agency as captured in the Strategic Plan and APP. This acts as a platform for information sharing and exercising of corporate governance oversight by the Committee members. This report is presented and provides an update on the progress achieved for the period under review.

The MFMA Sections 71 and 72 requires that Half-Yearly Reports be submitted to the parent municipality for SBDM Executive Mayor to present to Council by the 25 January 2024. The format of the report is showcasing accumulated information in a project matrix, followed by the stakeholder engagements during the period of reporting, performance against the APP, risks identified in the period under review, a performance report and a summary of highlights for the period under review.

2. Project Matrix

No	Project Name	Budget	Start Date	End Date	Active / Completed	Status Quo from APP
1.	Public Sector Agreements		1 July 2023	30 June 2024	Active	<p>July - Application for funding assistance to Dept, of Transport for the Somerset East Aerodrome.</p> <p>Follow-up to ECDC on MOU and funding request for various projects.</p> <p>Response on invitation to visit Dr Ruth Mompoti District Municipality.</p> <p>Meeting request to the Dept. of Human Settlements for potential projects to CDA.</p> <p>Meeting BNLM to finalise outstanding matter related to the Water and Sanitation By-Law</p> <p>August - Meeting with BNLM to discuss progress with Water and Sanitation By-Law.</p> <p>Engagement with ECDC to finalise MOU for various funding assistance.</p> <p>Filing Draft Offer to purchase for the Swimming Pool Complex to BNLM.</p> <p>Update to BCRM on progress with the Somerset East Aerodrome.</p> <p>Submission of item for BNLM Council for release of land in Jansenville to CDA for Energy generation.</p> <p>Engagements with ECDC to visit the Swimming Pool complex (Graaf Reinet) and the Aerodrome and Industrial Park (Somerset East) to verify its condition as information to application for funding.</p>

					<p>Engagements and information sharing with ECDC on the Provincial Investment Council where CDA is a member.</p> <p>September - Draft MOU between ECDC and CDA to formalise funding for various projects.</p> <p>Meeting with the DTIC and Consultant groups that is working in energy and related projects (technical, infrastructure, etc.) as well as applications and authorisations (i.e., rezoning, air emissions, bulk infrastructure, waste, and water management, etc).</p> <p>Provision of letters to all LMs introducing the Heritage Project and Service provider that needs access and support to various structures.</p> <p>Engagements with DEDEAT to clarify the previous need for an RFP for the Aerodrome and Industrial Park. However, that the planned Master Plan be continued with as a means for future marketing of the Industrial Park.</p> <p>October - Engagements with the Automotive Industry Development Centre Eastern Cape on assisting with distribution of information to District wide SMMEs on potential Aftermarket opportunities. Also, discussions on the establishment of the Automotive Hub in Somerset East ensued.</p> <p>Engagement with the BNLM requesting information on the Swimming Pool and progress to Council on the Alternative Energy project in Jansenville. Engagement with BCRM / Municipal Manager to assist with cleaning the Aerodrome for readiness of the Annual Inspection in November.</p> <p>November – Meeting with SACAA and subsequent de-licencing of the Aerodrome. This has been followed up by an application for registration that will allow the agency management over the Aerodrome and not compromising future resumption of licencing.</p>
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						<p>Engagement with ECDC on potential investment funding for various projects. The main interest from the CDA being the R12 mill funding for the Industrial Park.</p> <p>Attendance of the ECRDA strategic planning session to engage in discussions on rural development but also to capitalise on any initiatives that the CDA can partner on.</p> <p>Engagement with the CDC to understand their operational model and start discussions on a potential new MOU that are more development focused.</p> <p>Engagements with BNLM to understand the progress with the item to Council on alternative Energy.</p> <p>December – On the request of ECDC the CDA re-submitted the application for funding the Aerodrome fence. Verbal communication suggested that such application outcome will be known before end of the calendar year.</p> <p>Strategic Board session which included 5 of the 7 LMs, the district municipality and ECDC to craft the strategy for the next 5 years.</p> <p>Meeting with BNLM to advise on the establishment of an Investment Committee where CDA will play an important role of advising on potential project for the municipality and though that secure additional projects for the agency as well.</p>
2.	Non-Public Sector Agreements		1 July 2023	30 June 2024	Active	<p>July - Update to IFC on the Water and Sanitation By-Law process with BNLM.</p> <p>Communication to prospective service provider to respond to the RFPs for the Aerodrome and Industrial and Retail Park</p> <p>August - Discussion with Dr Dames (Engeli Enterprises) on assistance or support to SMMEs and communities in regards of CSI funds from windfarms in Makana.</p> <p>Engagements with GWI for them to consider investing into the Somerset East Aerodrome.</p>

					<p>Engagements with Progress Flight Academy for them to consider investing into the Somerset East Aerodrome.</p> <p>September - Automotive Industry Development Centre Eastern Cape invited CDA to assist and later partner to reach out to the automotive service providers (mechanics etc.) within the SBDM area.</p> <p>South African Civil Aviation Association engagement to allow CDA to amend its NOTAM to allow private pilots landing rights on the Somerset East Aerodrome.</p> <p>Engagement with Excodor Pty Ltd on potential shares in a mining quarry that are gearing towards a potential Nuclear Site in Thyspunt.</p> <p>October - Engagement with Aruvest, a potential investor that is interested in the Palms Swimming Pool in Graaff Reinet. Engagements with Ntiyiso Consulting, a potential investor that is interested in the Somerset East Aerodrome and Industrial Park.</p> <p>Engagements with IKHALA FM on a request for support from the CDA and funding some capital related items in setting up a Studio in Cookhouse</p> <p>November – Meeting arranged between Progress Flight Academy and Investor, Nyitiso Consulting some discuss potential sale of the academy and how that may impact the SE Aerodrome.</p> <p>Attendance of Green Hydrogen workshop and subsequent engagement with GIZ to enquire about potential opportunities for the CDA in the energy generation space.</p> <p>Concluded an MOA with Ikhala FM that will operate in the Blue Crane area and CDA partnered for marketing collateral and potential broadcasting benefits.</p> <p>December - Engagements with Mc Donalds National Real Estate to explore potential opportunities for small towns in the district.</p>
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						Affected payment to Ikhala FM as part of the CDA Partnership for broader communication in the BCRM area.
3.	Renovations of Boschberg Tourism, Hub, Somerset East	1 000 000	1 July 2022	30 June 2023	Active	<p>July - Responses to the tender were non-compliant and it was recommended that the project be re-tendered.</p> <p>August - SCM committees were approved, and specification committee sat, drafted specification and the advert went out on Friday 25 August on e-tender, herald newspaper and CDA website.</p> <p>September – The Bid was closed on the 26th. September, only one service provider responded to the bid, the evaluation committee sat on the 29th of September 2023 to evaluate and prepared the report for adjudication.</p> <p>October - The Bid was adjudicated on 20th of October 2023 in Somerset East BCRM LM.</p> <p>BAC deferred the item back to BEC to source extra information and revert to BAC.</p> <p>BEC will reconvene on the 7th of November to respond to BAC.</p> <p>November – Following the deferment by the BAC of the Bid item back to BEC to source additional information, BEC reconvened on the 7th of November to respond to BAC. The outcome of which is pending Adjudication.</p> <p>December - Follow ups were made on the Adjudication committee outcomes of the previous month's submission.</p>
4.	District Wide Heritage Assessment	1 000 000	1 July 2023	30 June 2024	Active	<p>July - The project was adjudicated the BAC of BCRM as the SBDM declined to assist the agency, hence the delay. Appointment will be made in August.</p> <p>August – Appointment of Service provider was done on the 10th and it was accepted by the service provider at an amount of R495 000.00 incl. vat. SLA between CDA and service provider was signed during the project inception meeting on the 30th.</p>

						<p>September - The appointed service provider submitted the outstanding annexure thus banking details and the first presentation of desktop studies were scheduled for the second week of October.</p> <p>October - The service provider has been engaged in various community participation and desktop research which will be presented in November. An application for funding of R1 000 000 has been submitted to the National Heritage Council to further assist this project.</p> <p>November – Sista Management Services (the appointed service provider) presented the progress of phase 1: project research and preparation, on the 10th of November 2023 at the CDA offices. The service provider completed the desktop study. The site visits, interviews with local people and traditional leaders are yet to be conducted.</p> <p>December - Sista Management Services (the appointed service provider) experienced challenges meeting with the respective LMs due to officials being on leave and not being available. The service provider will commence meetings with the LMs, site visits, interviews with local people and traditional leaders in mid-January 2024.</p>
5.	Abattoir in Ndlambe		1 July 2023	30 June 2024	Active	<p>July - Information on the progress of the project is being reviewed to ascertain the best possible way forward.</p> <p>August - A meeting between CDA and Ndlambe LM was held on the 15th, discussing the extent of the project. On the 25th, the project was presented in the Eastern Cape Agro processing Forum.</p> <p>September - The revised study for the Ndlambe abattoir has not yet presented to Ndlambe LM officials. It is difficult to get all affected parties to agree on the date of sitting.</p> <p>October - Ndlambe LM shared a reviewed Business Plan for the Abattoir. It was agreed that a meeting be scheduled between the LM, the affected parties, Inkwenkwezi Yasemnyameni and Umandela holdings to decide on the final structure/proposal of the</p>

						<p>business plan and facilitated by the appointed service provider. CDA will thereafter know the role it will have to fulfil.</p> <p>November – Correspondence was sent to Ndlambe LM regarding the type of assistance they require from CDA, no response was received from the LM.</p> <p>December- A suggestion between Ndlambe LM, SBDM, and CDA was made that a meeting must be held to define and redesign the roles and responsibilities of each party involved for this project. There was a recommendation that the meeting should take place mid-January 2024.</p>
6.	Somerset East Mixed-Use Industrial and Retail Park	300 000	1 July 2023	30 June 2024	Active	<p>July - No responses were received for the RFP for this project and in the interim minor maintenance work will be done in the facility.</p> <p>August – Engagements with ECDC to visit the Industrial Park (Somerset East) to verify its conditions as information for the application for funding. DEDEAT indicated they would develop a Master Plan for the IP</p> <p>September - Accompanying ECDC official to visiting the SE Industrial Park site, so that ECDC together with DEDEAT can be able to establish the master plan for the IP.</p> <p>October - A meeting was held on site with a prospective investor on the 12th of October 2023 to explain and explore the need and potential opportunities for the area.</p> <p>November – Engagement in the form of a physical meeting on the 2nd of November occurred between ECDC, the Automotive Industry Development Centre Eastern Cape, Blue Crane Route Municipality and CDA officials with regards to requested assistance as well as discussions on the establishment of an Automotive Hub in the Somerset East.</p> <p>December - A presentation on the Industrial Park developments to date was presented at the Quarterly Industrial Park Forum on the 8th of December 2023.</p>

7.	Somerset Aerodrome East	12 000 000	1 July 2023	30 June 2024	Active	<p>July - No responses were received for the RFP for this project and in the interim the lights will be replaced by the awarded or appointed tenderer.</p> <p>August – Service provider to supply, deliver and install the airports lights was appointed at an amount of R780 801.29 incl. vat on the 10th and accepted the appointment. The major issue is the signing of SLA because of some challenges emanating from payment plan. Service provider wants an advanced payment to order the lights.</p> <p>CEO had various engagements with potential service providers i.e., Progress Flight Academy and GVI.</p> <p>September – Discussions between CDA and the service provider with regards to the pre-payments are not yet resolved.</p> <p>Private pilots submitted a request to utilize the aerodrome despite it not being fully compliant CDA is currently seeking advice from SACAA.</p> <p>October - An SLA to replace the airport lights could not be signed with the appointed Service Provider and the decision to part ways was taken on the 3rd of October 2023 and followed by formal correspondence on the 4th of October.</p> <p>The matter was then referred to the BAC to advise on a way forward. A recommendation was passed on the 20th of October 2023 that the CDA readvertise the Airport Lights project.</p> <p>The meeting of the Industrial Park expanded to the Aerodrome with a prospective investor on the 12th of October 2023 to explore potential opportunities for this site as well.</p> <p>November – Following the recommendation by the BAC, the Bid for the Supply, Delivery, and Installation of Airport Lights in Somerset East Aerodrome has been readvertised with the closing date for bid submissions being on the 14th of December 2023.</p>
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						<p>The Somerset East Aerodrome has been de-licenced and registered. This gives the CDA the opportunity to permit private pilots to land there and implement security measures for such operations.</p> <p>December - The bid for the Supply, Delivery, and Installation of Airport Lights in Somerset East Aerodrome closed on the 14th of December 2023. No bids were received.</p>
8.	Sandmining/ Glass manufacturing	1 000 000	1 July 2023	30 June 2024	Active	<p>July - Engagements between CDA and SRVM ensued and CDA need to make a presentation to Council for the land to be allocated to the agency for development purposes. In the interim CDA is drafting specifications for a Business Case for the project</p> <p>August – No activity registered on the matter as SRVM needed to confirm when CDA can engage council.</p> <p>September - Meeting was held between CDA and SRVM official to clarify the issue of land that has been leased to SANRAL adjacent to potential sand mining land. The demarcation of the sand mine land was done and found to be approximately 30 hectors.</p> <p>October - SCM committee members were appointed, and the specification committee meeting sat on the 11th of October 2023. The Specification document was finalized on the 20th of October 2023. The project will be advertised in November.</p> <p>November – The project was advertised on the 10th of November 2023 in the Herald newspaper, e-Tender, and the CDA website.</p> <p>A non- compulsory site clarification meeting was held on the 17th of November 2023 at the SRVM Satellite Office in Paterson. The Bid will close on the 11th of December 2023.</p> <p>December - The bid was closed on the 11th of December 2023 at 12:00. The evaluation committee is expected to sit in early January.</p>
9.	Solar Farm, Jansenville	200 000	1 July 2023	30 June 2024	Active	<p>July - CDA engaged BNLM and presented the project to the Infrastructure Standing Committee and which lead to Council</p>

						<p>resolving that a formal item be prepared by the administration. That will be done by CDA and send to BNLM in August.</p> <p>August - Submission of item for BNLM Council for release of land in Jansenville to CDA for Energy generation.</p> <p>September - Verbal communication from BNLM that the item on the Solar Farm will be presented to Council in the September sitting.</p> <p>October - A follow-up communication on 3rd October 2023 has been sent to BNLM to establish progress on this project. The matter was also discussed with the BNLM Mayor and no outcome from Council has been received yet.</p> <p>November – A follow-up request has been sent to BNLM on the progress on this project on the 21st of November 2023. No outcome from Council has been received yet.</p> <p>December - Information was received from the mayor advising of the reservations of Council in transferring land to CDA as the BNLM need to find the best option to ensure it capitalises on the potential that Energy can bring to the municipality. The CDA request is thus measured on the potential for the broader municipality and current requests by various parties to the BNLM.</p> <p>It was advised that the best solution for the matters at hand lies into having a Land Audit Report where it is easy to see which land parcels in BNLM is available and for what purpose to know how to package potential projects.</p>
10.	Strategic Partnership Development/ CSI	600 000	1 July 2023	30 June 2024	Active	<p>July – Draft specifications have been developed and need to be submitted to BSC in August.</p> <p>August – Specification committee approved the specification, and the advert went out on the 25th RFP was advertised on herald newspaper and CDA website. It was also sent to social development offices across Sarah Baartman District, local municipalities and SEDA district office to distribute to the relevant organizations.</p>

						<p>September - RFP was closed on the 26th of September 2023. The evaluation processes date was set for 3rd October 2023.</p> <p>October - The Evaluation Committee evaluated the RFPs submitted by NPO's on the 3rd of October. As part of the evaluation process, the team visited the NPO projects that responded to the RFP, on the 20th of October 2023 for additional information that will assist the evaluation process. The BEC reconvened on the 24th of October 2023 to finalize the evaluation process and prepared the report for adjudication committee.</p> <p>November – The submitted proposals were evaluated on the 17th of November 2023. The evaluation report was sent to the BAC pending a BAC sitting.</p> <p>A request for assistance was sent by Ikhala FM, items to the value of R42 000 from the proposal were approved and paid.</p> <p>CSCD requesting for sponsorship for a Gender based violence soccer tournament in Cookhouse, their request was unsuccessful.</p> <p>December - The CDA is waiting for a date to be set for the adjudication processes to take place for District Wide Social Investment. The tender documents and evaluation pack have been sent and submitted to the BCRM BAC.</p>
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3. Stakeholder Engagement / Management

Strategic Objective	Stakeholder Group	Name of organization	Primary Interest	Engagement Mechanism	Date of Engagement	Level of Influence	Output / Comment
Project Scoping, Packaging, and Investment Mobilization	External	Prospective Service providers	Briefing session for the RFPs	On-line / virtual meeting	7 th July 2023	High	Only one potential service provider connected.
Project Scoping, Packaging, and Investment Mobilization	Internal	District-wide LMs and organizations	Growth and Development Summit	Physical attendance	18 th – 20 th July 2023	High	The Summit was a success and the Gala Dinner hosted by the Agency was what was intended to be achieved.
Project Scoping, Packaging, and Investment Mobilization	External	BCRM	Appointment of service provider to supply deliver and install taxi and runway lights in Somerset East aerodrome.	Physical	20 th July 2023	High	Adjudication process was concluded and the report to the CEO was prepared.
Project Scoping, Packaging, and Investment Mobilization	External	BCRM	Appointment of service provider to do a full assessment of Sarah Baartman District Heritage Sites Assessment.	Physical	20 th July 2023	High	Adjudication process was concluded and the report to the CEO was prepared
Project Scoping, Packaging, and Investment Mobilization	External	DEDEAT	Cooperative Bank Workshop	Physical	24 th – 26 th July 2023	Low	CBDA explained a process of establishing CFI's and CBI's
Project Scoping, Packaging, and Investment Mobilization	Internal	SBDM and DEDEAT	Huisclip Nature Reserve Development in Koukamma LM	On-line / virtual meeting	2 nd August 2023	Medium	The meeting established whom the legal owners are of the property and the development process going forward. CDA

Investment Mobilization							has an interest in being part of the development team.
Project Scoping, Packaging, and Investment Mobilization	External	Mr Arends, Beyers Naude LM	Various projects between CDA and BNLM	Physical attendance in Graaff Reinet	3 rd August 2023	High	CDA would like to conclude matters in relation to the Water and Sanitation By-Law, the Swimming Pool complex acquisition and the Jansenville land for Energy generation.
Project Scoping, Packaging, and Investment Mobilization	Internal	Ndlambe LM	Seeking depth Information on Ndlambe abattoir.	Physical attendance	15 th August 2023	High	The initial study was reviewed to address challenges identified and waiting for the presentation of the new study.
Project Scoping, Packaging, and Investment Mobilization	Internal	BCRM	Specification Committee Meeting for Boschberg Tourism Hub.	Virtually	18 th August 2023	High	Specification Document was finalized.
Project Scoping, Packaging, and Investment Mobilization	External	ECDC and Provincial Government	Eastern Cape Export Symposium	Physical attendance in East London	17 th – 18 th August 2023	High	The symposium focused mostly on potential export between the private sector and the BRICS as well as ACFTA countries.
Project Scoping, Packaging, and Investment Mobilization	Internal	SBDM	Specification Committee Meeting for CSI.	Physical	21 st August 2023	High	Specification Document was finalized.
Project Scoping, Packaging, and Investment Mobilization	External	Progress Flight Academy	Meeting with Mr. and Mrs. English	Physical meeting at the Flight School in Green Bushes	25 th August 2023	High	The meeting was requested to visit a Flight School and understand its operations. In addition, to explore possibilities of Progress Flight Academy to resume operations at the SE Aerodrome once it is in a state to allow operations.

Project Scoping, Packaging, and Investment Mobilization	Internal	Sisata T/A Mazonnet	To conduct the full assessment, mapping, and information packaging of heritage assets with tourism potential in Sarah Baartman district and costing for infrastructure upgrade.	Physical attendance.	30 th August 2023	High	Service Level Agreement between two parties was signed.
Project Scoping, Packaging, and Investment Mobilization	External	ECDC site visits to Graaff Reinet Swimming Pool and SE industrial Park	Meeting with Mr Vusi Makinana	Physical meeting in Graaff Reinet and Somerset East	1 st September 2023	High	ECDC has shown interest in assisting CDA with various types of funding for various projects. This site visits are towards funding the Aerodrome Fence and Business Case for the Swimming Pool.
Project Scoping	External	DTIC and the Energy One Stop Shop (EOSS)	Meeting with Ms Mahlatsi Ndhlovu and colleagues	Physical meeting at CDA Offices	5 th September 2023	Medium	DTIC engaged CDA and SBDM to understand how decisions on environmental matters (EIA) and energy related are being made and supported in the district.
Project Scoping, Packaging, and Investment Mobilization	Internal	BCRM	Site briefing session for Boschberg Tourism Hub	Physical attendance in Somerset East.	5 th September 2023	High	5 companies attended the session.
Project Scoping, Packaging, and Investment Mobilization	External	Provincial Trade and Investment Forum (DEDEAT)	Meeting involving various CEOs and Senior Managers in the EC Province	Online / Virtual Meeting	11 th September 2023	High	CDA provided input in regards of the various projects and matter preventing effective implementation for tabling at the Provincial Investment Council.
Public Participation	External	DEDEAT and COGTA Portfolio	MPLs and various stakeholders from Blue Crane	Physical Meeting	12 th September 2023	Medium	CDA were requested to provide the oversight committee on progress, challenges, and

		Committee Oversight (Provincial Legislature)					potential interventions on various projects.
Public Participation	External	Dept of Mineral Resources and Energy	The Minister and Senior Officials presented a science-based approach to Nuclear Technology	Physical Meeting in Mentors Kraal, Jeffreys Bay	15 th September 2023	Medium	The aim of attending is for CDA to have relevant knowledge should Thyspunt Nuclear Station become a reality.
Project Scoping, Packaging, and Investment Mobilization	Internal	Sundays River LM	Clarification of the land size to do the sand mining project.	Physical attendance	18 th September 2023	High	The land size was found out to be approximately 30 hectares.
Project Scoping, Packaging, and Investment Mobilization	Internal	ECDC	Accompanying ECDC official to visiting the SE Industrial Park site, so that ECDC together with DEDEAT can be able to establish the master plan for the IP.	Physical	19 th September 2023	High	Clear understanding of the potential industries that will be best suitable for the IP.
Project Scoping, Packaging, and Investment Mobilization	External	BNLM Councilors Workshop	CDA presented the Water and Sanitation to the BNLM Councilors	Physical Meeting in BNLM Council Chamber	19 th September 2023	Medium	BNLM is strategic for CDA projects hence
Project Scoping, Packaging, and Investment Mobilization	External	Koukamma LED Strategy Workshop	Participation of CDA to explore possibilities and provide strategic input	Physical workshop in Stormsriver	20 th – 21 st September 2023	High	CDA needs to increase the footprint in Koukamma and hence the invite to attend and provision of input into the LED workshop
Project Scoping,	Internal	SBDM	RFP for CSI was closing.	Physical	26 th September 2023	High	Received 6 applications.

Packaging, and Investment Mobilization							
Project Scoping, Packaging, and Investment Mobilization	Internal	SBDM	RFP for Boschberg Tourism Hub was closing.	Physical	26 th September 2023	High	Received 1 Bid.
Project Scoping, Packaging, and Investment Mobilization	External	Eastern Cape Industrial Park Forum organized by DEDEAT	CDA quarterly report on progress on the Somerset East Industrial Park	Physical meeting in Butterworth	28 th September 2023	High	The forum provides an opportunity to understand what happens in other industrial parks and funding opportunities
Project Scoping, Packaging, and Investment Mobilization	External	Eastern Cape Investment Conference organized by ECDC	The conference is held annually and aims to attract investment to the Eastern Cape	Physical conference at the EL ICC	29 th September 2023	High	CDA had the opportunity to meet various investors that may have an interest in investing on some of the key project.
Investment Mobilization	External	Ntiyiso Consulting	Request to visit the Aerodrome and Industrial Park in SE	Physical meeting	12th October 2023	High	The organisation was referred to CDA by ECDC at the EC Provincial Investment Conference. They have an interest in investing in the district.
Training and Mobilisation	External	DSBD, DEDEAT-EC and SBDM.	Workshop on red tape reduction.	Physical attendance.	12th -13th October 2023	Medium	Staff attended a Workshop held by DSBD on possible ways to make the work move faster in the local government sphere.
Public participation	External	SBDM Mayoral outreach in Klipplaat	The SBDM Executive Mayor invited CDA to participate in the outreach and share the services of the agency.	Physical attendance	13th October 2023	Medium	The CDA participated in the programme from a point of wanting to understand the context of the Klipplaat community and see if the agency could leverage on some interventions proposed by sector departments.

Project Scoping, Packaging, and Investment Mobilization	External	SALGA	Supply chain management workshop.	Physical attendance.	19th October 2023	High	Staff attended a workshop session where detailed presentations were presented on the best practises of supply chain processes in local government.
Project Scoping, Packaging, and	External	Provincial Legislature sitting in Graaff Reinet	Engagement with the SBDM stakeholders where CDA had	Physical	24th – 27th October 2023	High	Reasons had to be provided for slow progress in various projects across the district. Provincial Parliament made
Investment Mobilization	External	Ikhala FM	Sponsorship and partnership with the CDA	Physical meeting	1 st November 2023	High	The request for funding assistance and partnership have been approved by management and the value-add for CDA will be in marketing collateral and broadcasting time.
Public participation; Training and Mobilization	External	SBDM	Quarterly District Town Planning Forum	Virtual attendance	2 nd November 2023	Medium	<p>The CDA participated in discussions pertaining to Planning and GIS challenges facing the District and Local Municipalities, spatial data applications and possible solutions.</p> <p>The overall purpose being to provide assistance where possible and drafting support programmes for local municipalities, aside from the standpoint of wanting to understand the context of discussions in order to see if the Agency is able to leverage on the proposed interventions by stakeholders.</p>

Public participation	External	COGTA and GIZ	Alternative Energy opportunities	Physical attendance in Gqeberha	2 nd November 2023	Medium	CDA attended the workshop to meet potential partners and or investors and ascertain the possibility of opportunities in the Green Hydrogen space.
Project Scoping, Packaging, and Investment Mobilization	External	AIDC	Stakeholder Engagement/ Investment Scoping/ Strategic Partnership	Physical Attendance	2 nd November 2023	High	The CDA participated in engagements with the Automotive Industry Development Centre Eastern Cape on assisting with distribution of information to District wide SMMEs on potential Aftermarket opportunities. Discussions on the establishment of the Automotive Hub in Somerset East ensued
Training and Mobilisation	External	SACAA	Licensing vs registration of the SE Aerodrome	Virtual meeting	6 th November 2023	High	Meeting with the Civil Aviation Authority on best options for the Aerodrome to ensure limited operations and income for the CDA.
Project Scoping, Packaging, and Investment Mobilization	External	COGTA and Ndlambe Local Municipality	Input on precinct plans for Alexandria and Port Alfred	Physical attendance in Alexandria and Port Alfred	7 th & 8 th November 2023	High	CDA were invited to provide strategic input to precinct plans, looking at spatial issues, potential programmes, and projects to get involved in.
Project Scoping, Packaging, and Investment Mobilization	External	Progress Flight Academy and Ntiyiso Consulting	Ntiyiso consulting wants to acquire the flight academy that are up for sale	Physical meeting in Green Bushes	10 th November 2023	High	CDA is engaging pro-actively with potential partners for operations of the Aerodrome after two unsuccessful RFP attempts.
Project Scoping, Packaging, and	External	ECRDA	Strategic Planning Session of the Agency	Physical attendance in East London	15 th & 16 th November 2023	High	CDA attended to provide input into the strategy process, but also see if any projects or partnerships is worth pursuing.

Investment Mobilization							
Project Scoping, Packaging, and Investment Mobilization	External	Coega Development Corporation	Meeting to establish relations that may result in an MOU	Physical at CDC Offices	17 th November 2023	High	The CDA mandate area provides various products to the CDC. It is thus worth exploring opportunities with CDC that may benefit the SBDM area.
Project Scoping, Packaging, and Investment Mobilization	External	SA Wind Energy Association	Workshop on potential in the Wind Energy sector	Physical meeting in Mentors Kraal, Jeffreys Bay	21 st November 2023	Medium	CDA attended to have a better understanding of the WE sector and what opportunities exist that the agency can get involved in.
Project Scoping, Packaging, and Investment Mobilization	External	BNLM Mayor and COO	Meeting requested by the mayor to explore and update on projects	Physical meeting in Graaff Reinet	24 th November 2023	High	CDA and BNLM updated each other on progress with the swimming pool project, the alternative energy for Jansenville and the Water and Sanitation By-Law. BNLM wants CDA to be a participant in their Investment Committee.
Project Scoping, Packaging, and Investment Mobilization	External	ECDC	EC investment Strategy and Projects Pipeline	Online meeting	28 th November 2023	High	The key interest for CDA was to get clarity on the R12 mill requested for the Aerodrome. In addition, to request that projects of sector departments be assigned to agencies for implementation.
Project Scoping, Packaging, and Investment Mobilization	External	DEDEAT and ECDC	Provincial Investment Council – Technical Workstream	Online meeting	30 th November 2023	High	CDA is a member of the Provincial Investment Council chaired by the Premier. The engagements aim at opening investment opportunities throughout the EC. CDA would be able to know what potential exist for the SBDM area.

Training and Investment Mobilization	External	EC SPLUM forum meeting		Online meeting	05 th December 2023	Medium	The engagement provides an opportunity for re-enforcement of the Department of Agriculture, Land Reform and Rural Development's (DALRRD) strategic objectives of corporate governance and service excellence through compliance within land administration and spatial planning for integrated and sustainable growth and development, among others.
Project Scoping, Packaging, and Investment Mobilization	External	Board Strategy Session	5 Local municipalities, the District Municipality, ECDC and Private Sector	Blended meeting	06 th December 2023	High	The past year of the agency were reviewed and next 5 years planned with assistance of relevant partners.
Project Scoping, Packaging, and Investment Mobilization	External	Eastern Cape Industrial Park Forum organized by DEDEAT	CDA quarterly report on progress on the Somerset East Industrial Park	Physical meeting in Butterworth	08 th December 2023	High	The forum provides an opportunity to understand what happens in other industrial parks and funding opportunities
Project Scoping, Packaging, and Investment Mobilization	External	Provincial Investment Forum	The Sarah Baartman District Municipality, its agency (CDA) and Nelson Mandela Metro Municipality are active participants to the recently launched Provincial Investment Forum led by DEDEAT.	Physical meeting	14 th December 2023	High	CDA provided support to the objectives of the Provincial Investment Forum with a regional (Metro and District) approach that will ensure small towns and rural communities represented through Metros and Districts derive benefit from Investment and Trade opportunities.

Project Scoping, Packaging, and Investment Mobilization	External	BNLM	Discussions on the establishment of an Investment Committee.	Physical meeting	20 th December 2023	High	On invite from the BNLM Mayor and Senior Management, CDA was invited to share ideas on the formation of an Investment Committee in the municipality that can benefit both through land, property and project identification.
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4. PERFORMANCE AGAINST SDBIP

Performance against APP / scorecard

(Matrix of projects' status / Challenges and proposed solutions / Lessons and innovations)

Outcome 1: Strategic Partnership Development

Quarterly Targets						
Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
Strategic Partnership Development	Agreements finalised with 7 Local Municipalities	2 Agreements for the development of projects in 4 LMs	Q1	Achieved	CDA are in process of acquiring the swimming pool in BNLN and submitted a request to BNLN Council for development of a solar farm in Jansenville. SBDM wants CDA to pursue the partnership role for a solar farm with SunFarming in the Sundays River Valley	More engagements are needed with LM Councils to secure projects for the CDA.,
			Q2	Achieved	Concluded MOU with ECDC. Initiated discussions with AIDC for a Automotive Hub in SE Industrial Park. De-licencing and registering the Aerodrome with SACAA. Engagement with Coega Development	The agreements need to lead to implementation and should be a core focus of the CDA.

Quarterly Targets						
Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
					Corporation to review current MOU.	
	Cooperation agreements in place with non-public sector organisations or NPOs for delivery of mutually beneficial projects in any of the 7 LMs	2 Agreements on projects with non-public sector organisations	Q1 Initiating, engaging, advertising to ensure at least 2 agreements are reached from the public sector that can result project implemented	Achieved	RFP was advertised on the 25th of August 2023. To call for All NPO's within the district to submit proposals for assistance.	Received applications from only two LM's, Ndlambe and BCRM. The method of submission should also include online submissions.
			Q2 Implementation of at least 2 projects identified.	Not Achieved	There were delays in the adjudication processes of the RFP. The CDA is currently waiting for a date to be set by BCRM for their BAC sitting where this RFP will be adjudicated.	Await BAC sitting to appoint the NPOs. An agreement was signed with Ikhala FM as part of a partnership to enhance the reach of the agency in the BCRM.

Outcome 2: Unique District-Wide Tourism Attractions

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
Unique district-wide tourism attractions	Support to new initiative explored with public or nonpublic sector organizations.	Funding requests for renovations of the Boschberg Tourism Hub in Somerset East	Q1 Appointment of Consultant to do full costing report with recommendations for renovations	Not Achieved	Bid was advertised on 28 th August, and it closed on the 26 th of September 2023 and was evaluated on the 29 th of September we are	The CDA and BCRM is engaging to ensure the adjudication process happens before the end of October so that the service provider can start to work in November.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
			to the Tourism Hub		currently waiting for the adjudication sitting.	
			Q2 Funding Application for actual renovations to the Tourism Hub	Not Achieved	The Quarter One target of appointing a consultant to do full costing is yet to be realized due to delays with Adjudication sittings.	The CDA and BCRM is engaging to ensure the adjudication process happens as soon as possible (early January 2024)
		Full Assessment of Heritage assets with tourism potential in the SBMD district and upgrading of two heritage site that needs renovations	Q1 Appointment of Consultant to do full costing report with recommendation for all sites with costing report for potential renovations	Achieved	Service provider was appointed on the 11th of August 2023 and the SLA between CDA and Mazonnet was signed.	It is difficult to engage LM's officials to assist the service provider with the needed information. A letter to request point of contact to each LM was sent out and only two LMs responded to the request.
			Q2 Funding Application for actual renovations for two sites	Achieved	An application for funding of R1 000 000 was submitted to the National Heritage Council to assist with actual renovations of the heritage sites.	Follow ups will be made on the application status of the funding.

Outcome 3: Innovative Agricultural Sector

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
Innovative agricultural sector	Development of an internationally certified abattoir as means to allow for export	Finalisation of full business case for the development of an abattoir in Ndlambe Local Municipality.	Q1 Review of the Consultant Report and Business case and agree on a way forward with Ndlambe LM	Not Achieved	The latest report from the consultant has not yet presented to the affected parties.	Ndlambe LM needs to set a date with the consultant to present the revised study.
		Funding Application for construction of an Abattoir in Ndlambe	Q2 Funding Application for Construction of the Abattoir	Not Achieved	A suggestion between Ndlambe LM, SBDM, and CDA was made that a meeting must be held to define and redesign the roles and responsibilities of each party involved for this project. There was a recommendation that the meeting should take place in mid-January 2024.	Clearly defined roles and responsibilities need to be clarified in the meeting which needs to be held in mid-January 2024.

Outcome 4: Appropriate Infrastructure Development and Investment

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
Appropriate infrastructure development and investments	Development of a functional Mixed-use Industrial and Retail Park	Appointment of a Developer for THE INVESTOR FOR DEVELOPMENT, EXPANSION AND OPERATIONALISATION OF THE SOMERSET EAST	Q1 [Re] Advertising of RFP for developers and investors to develop the facility	Achieved	RFP was advertised for the second time on the 23rd of June 2023, in Sunday Times (National newspaper), CDA website and e-tender. Briefing	As the call for investors went out twice with no success in acquiring investors, the entity needs to explore alternative methods to attract possible investors.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
		MIXED-USE INDUSTRIAL AND RETAIL PARK			session was held virtually on the 7th of July 2023, only one person attended. RFP was closed on the 28th of July 2023. There was no response.	
			Q2 Appointment of developer or investor	Not Achieved	The CDA is in the process of seeking out private investors/investor partnerships.	The CDA is in the process of seeking out private investors/investor partnerships
		Appointment of a Developer or Investor FOR THE DEVELOPMENT, EXPANSION AND OPERATIONALISATION OF THE SOMERSET EAST AERODROME PRECINCT.	Q1 [Re] Advertising of RFP for developers and investors to develop the facility	Achieved	RFP was advertised for the second time on the 23rd of June 2023, in Sunday Times (National newspaper), CDA website and e-tender. Briefing session was held virtually on the 7th of July 2023, only one person attended. RFP was closed on the 28th of July 2023. There was no response.	As the call for investors went out twice with no success in acquiring investors, the entity needs to explore alternative methods to attract possible investors.
	Repair of infrastructure to make the Aerodrome South African Civil Aviation Authority compliant		Q2 Appointment of developer or investor	Not Achieved	The CDA is in the process of seeking out private investors/investor partnerships.	The CDA is in the process of seeking out private investors/investor partnerships.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
	Request to SRVM to transfer sand mining site in Paterson to CDA	Establishment of a Sand Mining operation or Glass manufacturing facility in Paterson, Sundays River Valley Municipality	Q1	Achieved	Although the land is not formally transferred to CDA due to internal delays of SRVM council sitting, but the communication between MM of SRVM together with officials took place, the meeting was held between the two institutions to clarify the extent of the land and boundary was established to be approximately ±30Ha. SRVM officials are working with CDA in executing the project	Procurement processes to execute the project to be resumed.
Q2			Not Achieved	The service provider to conduct the business case has not yet been appointed. The procurement processes are still in progress.	The procurement processes need to be fast tracked.	
	Engaging Ikwezi (DRBN) on potential solar investment	Establishment of a Solar Farm in Jansenville, Beyers	Q1	Achieved	A submission was made to BNLM for Council to allow	More active engagements are needed as LMs take long to respond and make decisions.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
		Naude Local Municipality	transfer the land to CDA for the establishment of a Solar Farm in Jansenville		CDA to engage investors to develop a solar farm in Jansenville	
			Q2 Conduct a Business Case for the Establishment of a Solar Farm in Jansenville	Not Achieved	The Business Case cannot be undertaken as the BLNM Council is yet to identify land to be transferred.	BCRM has indicated that it will need to undertake an Audit of property to adequately identify the most suitable land to undertake the project.

Outcome 5: A Well Governed and Viable Agency

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
A well governed and viable Agency	Compliance on financial planning, administration, and reporting requirement	100% compliance	Q1 100% compliance	Achieved	AFS were submitted to Internal Audit for review on the 14th of August 2023 to give the review process by Internal Audit, Audit Committee and Board of Directors sufficient time. Approved AFS were submitted to the office of the AG on the 31st of August as per regulation. Monthly reports are regulated to be submitted to the	<ol style="list-style-type: none"> 1. There has been proper filing system of payments, orders, SCM files and compliance documents. 2. There is segregation of duties between the Finance Manager and the relevant finance personnel on application of the duties and planning of the work. 3. Continuous improvement in working relationship with other departments, to ensure there is an achievement of overall goal of the entity.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure	
					Parent Municipality within 7 working days, for July the entity submitted on the 5th working day, for August on the 6th day and for September on the 4th working day. Office of the AG, started from the 14th of August with planning and has so far issued 19 RFI, all have been submitted on time and no extension have been requested by the entity.		
			Q2	Achieved	100% compliance	CDA complied with all AG requirements in the submission of all information relating to RFIs and COAFs and also submitted the Draft Annual Report.	Continues improvement on internal control deficiencies as identified by the AG.
	Improved Outcome	Audit Unqualified Opinion without findings	Q1	Not Achieved	Audit Unqualified Opinion without findings	Internal audit review of the AFS was given enough time. AFS were submitted to the finance committee	The review process to adhere to agreed time. Management to be engaged by the IA over findings for common

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
					and the full board sitting having cleared all matters that were raised by internal audit. There was no audit committee in the 4th quarter for review and management had to opt for Board's finance committee.	understanding and uniformity in application. There must be an Audit Committee, so differences between management and internal audit can be resolved timeously before submission to the Board.
			Q2 Unqualified Audit Opinion without findings	Achieved	The CDA obtained an Unqualified Audit with 3 findings.	Improvements are needed in relation to governance and SCM processes to ensure a Clean Audit Opinion.
	Expenditure incurred	97% Spending of grant from SBDM	Q1 25% Spending of grant from SBDM	Achieved	The entity has so far spent R1 591 069, which is 30,59% of its operational grant from Parent Municipality.	There is an appropriate monitoring from the Accounting Officer and the relevant departments in ensuring implementation of procurement plan and APP. Capacitating the departments with staff has improve efficiency and effectiveness. Building of relationships with relevant stakeholders.
			Q2 50% Spending of grant from SBDM	Achieved	CDA expenditure is above 50% on the SBDM grant	Expenditure needs to be improved once delays in SCM processes are addressed.
	Agency performance level	100% Performance Level Achievement	Q1 100% Performance Level Achievement	Achieved	All staff performances for previous Quarter (2022/23 FY Q4) completed	Q1 (2023/24) performance reviews need to be completed in next quarter

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
			Q2 Conduct Mid-term Performance Reviews	Not Achieved	Mid term reviews are scheduled for January 2024	Mid Term reviews to be conducted as planned in January 2024
	Competitiveness of reward systems	Market related salaries for talent attraction and staff retention	Q1 Embarking on Benchmarking exercise with similar institutions and market	Achieved	Staff Salaries were reviewed to include Cellphone Allowances as well as parity on the salary of the CEO. These were implemented in the 1st Quarter, July 2023.	Ensure that staff salaries are market related.
			Q2 Benchmarking Report for review to Governance structures	Achieved	The position for Town Planning was filled and the salary approved on current scale for such positions.	Any new positions need to be identified and accordingly scaled.
	Skills Development and Highly Skilled Staff	97% spent of approved training budget	Q1 Skills needs assessments for staff with recommendations to governance structures for inclusion in WSP	Achieved	3 Staff members namely, Finance Manager; Manager: Admin & Support and Intern: Finance and Supply Chain attended a webinar on 6th September 2023 Finance Manager will be writing the SAIPA board exams on the 4th of November.	Identify courses and encourage staff to register for courses that will enhance their skills.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
					Finance Manager registered for Tax law course during the 2022/2023 financial year and is still in progress.	
			Q2	Achieved	<p>The Finance Manager could not write the SAIPA board exams on the 4th of November due to operational demands [AG audit]. The next available date for SAIPA board exams is in March 2024.</p> <p>Finance Manager completed the Tax Law Course pending completion certificate.</p> <p>Staff members have identified different WSP courses. These were approved by the Chief Executive Officer and will be implemented and</p>	Ensuring that courses identified to not clash with periods that are crucial to the operations of the agency.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
					completed by June 2024.	
	Number of Board and Committee engagements	8 Annual sittings for Board Committee	Q1 Minimum of 2 sittings per Committee	Achieved	Board Meeting held on 27 July and 30 August 2023	Ensure Board meetings sit as scheduled
Q2 Minimum of 2 sittings per Committee			Achieved	From July – December 2023 4 Board Meetings were held as follows: 28 July 2023, 30 August 2023, 26 October 2023, and 08 December 2023. The Following Committee meeting were held: Finance: 27 July 2023, 30 August 2023, 18 October 2023, and 07 December 2023. Human Resource: 27 July 2023, 18 October 2023, and 07 December 2023	Ensure Board meetings sit as scheduled	
	Number of Audit and Risk Committee engagements	6 Annual sittings for Audit and Risk Committee	Q1	Achieved	Finance Committee [replacing ARC]	Ensure ARC meetings sit as scheduled.

Predetermined Objective (PDO)	Output Indicator / Objective	Annual Target / Activity	Quarter	Target Achievements	Output and Challenges	Corrective Measure
			Minimum of 1 sitting per Committee		sat on 30 August 2023	
			Q2 Minimum of 1 sitting per Committee	Achieved	ARC sat on 18 October 2023.	Ensure ARC meetings sit as scheduled.

5. Half / Mid - Year Performance Report

In terms of Section 72(1)(a) of the Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003 the Accounting Officer must by 25 January of each year assess the performance of the municipality / municipal entity during the first half of the financial year.

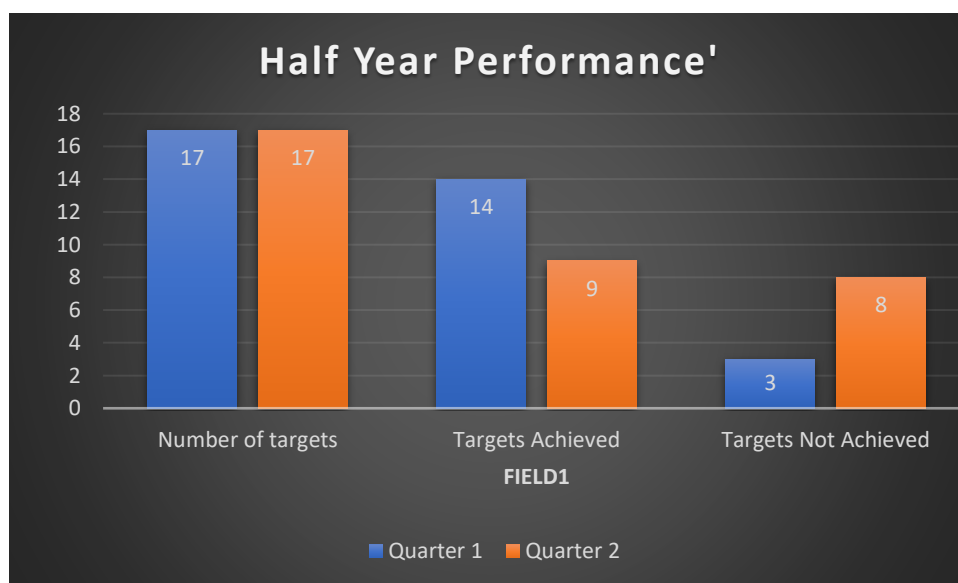
A report on such an assessment must, in terms of Section 72(1)(b) of the MFMA, be submitted to the mayor of the local or district municipality. Once the Mayor has considered the report, it must be submitted to Council by 31 January in terms of Section 54(1)(f) of the MFMA.

The Mid-Year Performance Assessment Report and supporting documents are prepared in accordance with the MFMA Circular 13 and the Municipal Budget and Reporting Regulations.

The performance management cycle is an integrated approach which focusses on improving performance planning, monitoring, measurement, review, reporting, and auditing and improvement. These processes run concurrent with the overall planning, budget, and the reporting cycle.

This section looks at the achievement of targets against the PDOs and provide an indication of whether the Agency is making impact on its mandate.

	Quarter 1	%	Quarter 2	%
Number of targets	17	100	17	100
Targets Achieved	14	82.4	9	52.9
Targets Not Achieved	3	17.6	8	47.1



The information provides a picture of some progress within the Agency. The oversight and administrative processes seem to be doing well, whilst the key mandate of the Agency that of delivering projects are still lagging. Various reasons for the latter exist, including delay in SCM processes in the quarter 2. The Strategic session held in early December 2023 created a new vision and urgency for the Agency to deliver on its mandate. It is now incumbent on the Board, SBDM Council and Management and CDA Management as a collective to ensure the Agency move forward with the mandate set.

6. Risk management

The CDA Risk Management Policy articulate the CDA's risk management philosophy. The CDA recognizes that risk management is a systematic and formalized process to identify, assess, manage, and monitor risks and therefore adopts a comprehensive approach to the management of risk.

The highest risk for the agency is the lingering issue of "sustainability" and continued going concern status which is impacted by non-committal of a suite of projects from both SBDM and some of its LMs. Others include the recurrent SCM challenges due to insufficient staff and dependencies on LMs, where the availability of members delay sittings which than delay projects implementation and affect the CDA service delivery.

7. General narrative on progress

- In the absence of an Audit and Risk Committee, the Annual Performance Report and Annual Financial Statements were completed with approval from the Finance Committee duly assisted by Internal Audit and Board, and which allowed for timeous submission on 31 August 2023.
- The CDA welcomed the newly appointed Project Manager for Town Planning.
- Annual Performance assessments for staff were concluded.
- No appointment made for both Internal Audit and for the Audit and Risk Committee impacted on the governance of the agency.
- The Auditor General (AG) concluded their work at the end of November and the CDA obtained an Unqualified.
- The staff worked hard for an achievement of a Clean Audit Opinion, but this was prevented by matters relating to the CDA not having an ARC in place.
- Very good progress has still been made through the reduction of matters relating to the audit from 8 findings in the 2021/22 FY to 3 findings in the 2022/23 FY.
- The Somerset East Aerodrome has been de-licenced and registered providing the CDA with an opportunity to have private pilots land there and putting in place measure to secure such operations.
- In ensuring more accountability and transparency in decision-making CDA has formally established a Management Committee.

- In pursuit of getting more value and projects for the agency the CEO attended several workshops, summits, and meetings with the hope of forming long term relationships and partnerships.
- The CDA Strategic Planning session took place on 6 December where 5 out of the 7 local municipalities, ECDC and a potential private sector partners attended.
- The strategic planning session was followed by the Risk Workshop facilitated by the Internal Auditor and both which paved the way for the planning processes for the next 5 years.
- Staff performance reviews / assessments were conducted by the various panels.
- The CDA submitted its Annual Report to the AG on 30 November and subsequently also to the SBDM on 21 December as per regulatory requirements.

Submitted by:



Eldrid Marlon Uithaler (PhD)
CHIEF EXECUTIVE OFFICER