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BDCA ANNUAL REPORT		
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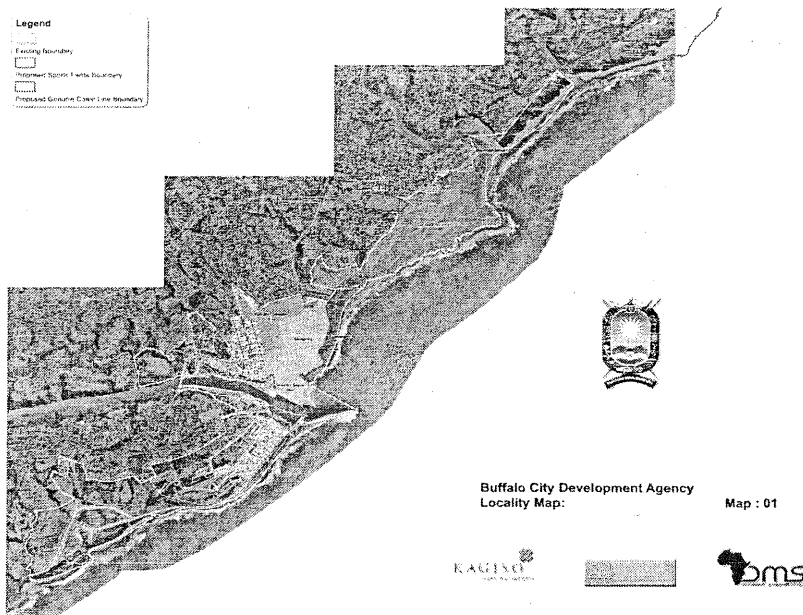
1. INTRODUCTION AND OVERVIEW

1.1. EXECUTIVE SUMMARY

The Buffalo City Development Agency (BCDA) as a section 21 company of Buffalo City Municipality has been tasked to coordinate the implementation of development including its Spatial, Infrastructure, Economic development through a Memorandum of Understanding between BCM and BCDA.

During 2006/07 the Agency has developed the Beachfront Local Spatial Development Framework (ELSDF) and identified precincts within the study area where more detailed Urban Designed Plans were produced. The ELSDF was to produce an overall strategic assessment of land within the mandate area of the BCDA, as well as a more detailed Framework for the East London Beachfront. The Framework plan is a guide to advance and leverage the potential investment opportunities within our mandate area. This is one of the critical milestones achieved by BCDA as the end product has now been adopted by the Board and is awaiting BCM council approval. The conditions of the Memorandum of Understanding (MoU) between BCDA and BCM is to ensure that all investments are compliant with National Government of the Broad Based Black Economic Empowerment.

Buffalo City Development Agency – Mandate Area

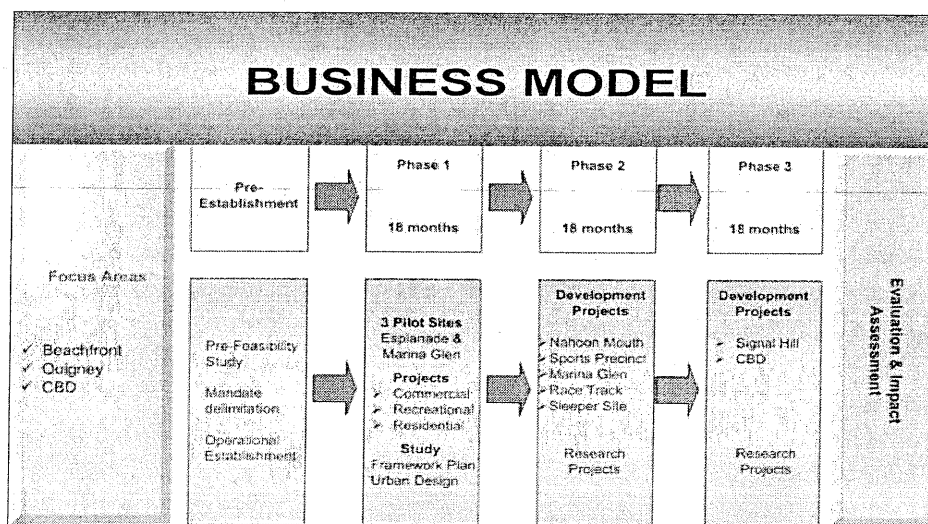


The BCDA is established on a three (3) phased model which is the pre-establishment phase, establishment phase and operational phase and is currently in its operational phase. The



business model of the Agency outlines a sequence of symbiotic activities in their chronological order. The model indicates the mandate, phases, activities and timeframes for implementing the development projects in the area. This model is linked to the new political term of the Buffalo City Municipality Council (2006-2012).

BCDA Business Model



Vision

A vibrant Development Agency that seeks to change the face of Buffalo City Municipality through sustainable Socio-Economic Development

Mission

Increase prosperity of the Buffalo City Municipality and its citizens, through identification of under utilized property and facilitation of development partnerships involving the Municipality, Business and the Community.

As a means of achieving both vision and mission, the following lived values would form the basis of the prescribed and accepted work ethic within BCDA:

Values

The BCDA upholds the following fundamental values as pillars for success and development:

- Integrity;
- Transparency;
- Equity;



- Sound Administration and Finance;
- Inclusiveness;
- Responsiveness;
- Partnerships; and
- Batho – Pele Principle.

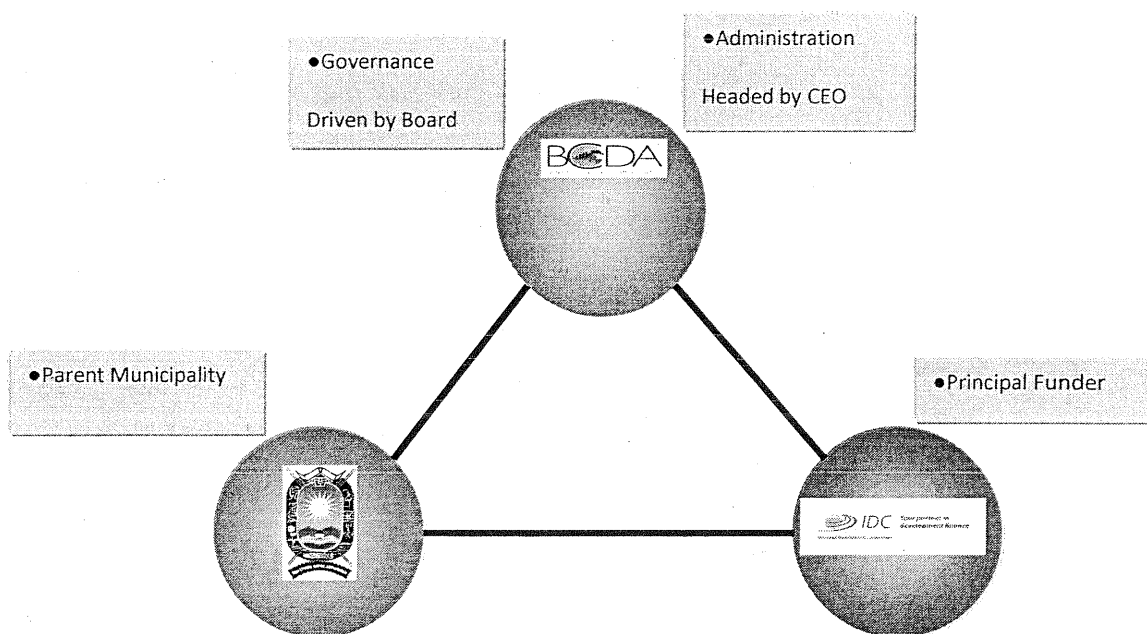
Ownership and Management Structure

The BCDA is wholly owned by the BCM. Its establishment is supported by the Industrial Development Corporation (IDC) and the BCM. The Agency is governed by a Board of Directors, appointed in terms of section 93E of the Municipal Systems Act, 2000.

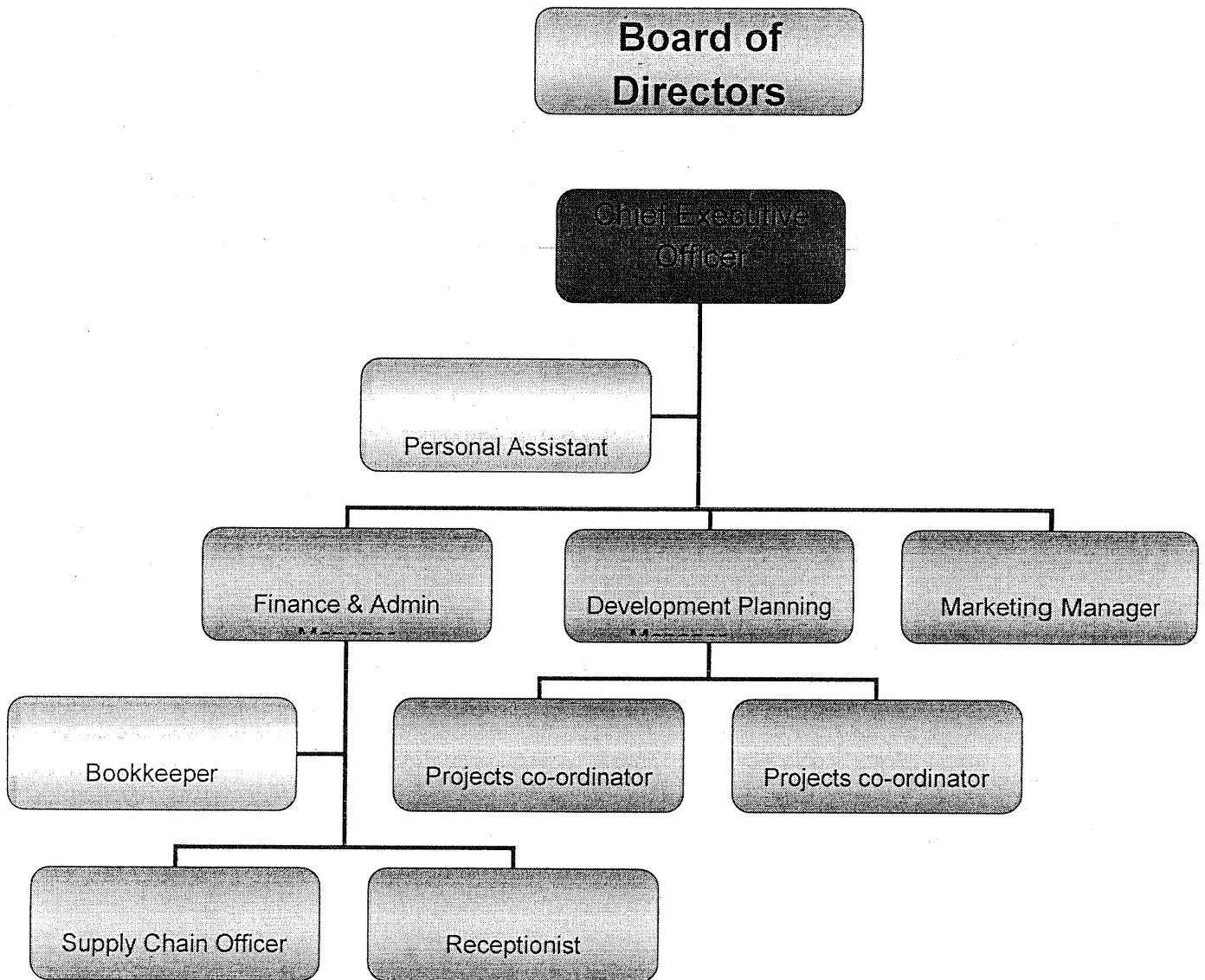
The BCDA is managed by a Chief Executive Officer (CEO), who is appointed in terms of section 93J of the Municipal Systems Act, 2000. The CEO is accountable to the Board of Directors for the management of the Agency, and is supported by the following key functionary incumbents to perform the Agency’s mandate:

- Financial Manager;
- Development Planning Manager; and
- Marketing Manager.

Buffalo City Development Agency key stakeholders



BCDA Organogram



Management

The BCDA is led by a team of professionals in the fields of business, administration, finance, marketing and development planning.

Position	Black	White	Female	Male
Chief Executive Officer	X			X
Finance and Admin Manager	X		X	
Marketing Manager	X		X	
Development Planner	X		X	
Administrator	X		X	
Receptionist	X		X	

GOVERNANCE SYSTEM

The BCDA operates under the auspices of good governance practices and it draws its systems from international and national best practices such as the King II Report on Corporate Governance, the Norlan Commission Report, Public Service Charters etc.

The BCDA Governance System is driven by the values and principles of organisational integrity, ethics, transparency, people focus and cost efficiency. In the implementation of its governance responsibilities, the Board of Directors is supported by the Audit Committee.

Disclosures concerning senior officials for the period 1 July 2009 to 30 June 2010

Description	Accounting officer	Senior Managers	Board members
Salaries and wages	451,141	796,994	Nil
Contributions			



Pensions	Nil	Nil	Nil
Medical Aid	Nil	Nil	Nil
Other - UIF	623.90	2,994.72	Nil
Allowances			
Travel	66,500	60,000	Nil
Accommodation	Nil	Nil	Nil
Subsistence	Nil	Nil	Nil
Housing benefits & allowances			
Housing benefits & allowances	Nil	Nil	Nil
Loans and advances			
Loans and advances	Nil	Nil	Nil
Other allowances			
Other allowances	6,000	19,200	Nil



Arrears owed to municipality	Nil	Nil	Nil



BUFFALO CITY MUNICIPALITY INSTITUTIONAL SCORECARD 2009/10

INSTITUTIONAL DEVELOPMENT PERSPECTIVE

KPA	IDP Objectives	Indicators	Measurement Source	Frequency	IDP / SDBIP Indicator Number	Baseline	Target 09/10	Quarter 4 Target	Actual Target Achieved	Rating Key	Reason for Deviation	Corrective Action
MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT	Transform organizational culture	No. of Senior Management Positions (Levels 1-4) filled by targeted gender groups	Employment Contracts	Annually	BCM 3	26	3	3	0	EJ	<p>1. The annual target is 3, 26 is the existing number of females at occupational levels 1-4</p> <p>2. The timeframe for filling in of vacant positions is 4 weeks, in this case to achieve the target is over a financial year (12 months period).</p> <p>3. The Municipality do have a succession plan and is working towards implementing it.</p> <p>4. No, it states that the Buffalo City Council is committed to the provisions of the Employment Equity Act, No. 55 of 1998 for the advancement of previously disadvantaged and disabled persons.</p>	Speed up the recruitment process and appointment from designated group is recommended.
		No. of posts evaluated and implemented in terms of the TASK grading system	Council Report	Quarterly	BCM 3	0	1000	1000	0	EJ	<p>A total of 1521 posts have been evaluated according to the TASK System Job Evaluation Results for BCM.</p> <p>A total of 96 employees within BCM still do not have a TASK Grade. It is also projected that the approximate figure will be 120 to 150 posts that are new and still need to be evaluated.</p>	Implementation will occur July 2010

<p style="text-align: center;">MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT</p>	<p>Capacitation of Institution to improve service delivery</p>	<p>A skills development programme linked to the talent management strategy</p>	<p>Reviewed funded Organisational Structure adopted by Council</p>	<p>Council Resolution</p>	<p>Quarterly</p>	<p>BCM 3</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>0%</p>	<p>€</p>	<p>Structural Amendments ongoing. According to the control register for amendments to structure there is no reflection of posts amended on the structure in 09/10 financial year.</p>	
			<p>% of municipal staff budget actually spent on implementing WSP</p>	<p>Council Resolution</p>	<p>Annually</p>	<p>BCM 3</p>	<p>0</p>	<p>1,25%</p>	<p>1,25%</p>	<p>100%</p>	<p>7083%</p>	<p>On the scorecard a target of 1,25% staff budget would be spent on staff training. In monetary terms an amount of R9 368 000,00 (according to calculations from Finance Directorate) would be spent on staff training during 2009/10 financial year. However, an amount of R6 528 159,00 was allocated for staff education, training and development during 2009/10 financial year which translates to 0,87% staff budget for the same year and made it impossible to attain the target that had been set up. From the amount of R9368000,00 mentioned above only an amount of R780129, 00 came from Council coffers whilst the rest of the money to the tune of R5748030,00 came from LGSETA Grants.</p>	
			<p>WSP not linked to the talent management</p>	<p>BCM 3</p>	<p>Quarterly</p>	<p>BCM 3</p>	<p>85%</p>	<p>85%</p>	<p>85%</p>	<p>85%</p>	<p>👍</p>		

