

S/O#	National KPA#	UguDM IDP Ref	PROGRAMME	PROJECT	KPI	ANNUAL TARGET	Quarter 3						ANNUAL BUDGET	OWNER	POE	COMMENTS
							TARGET	ACTUAL	POE	ACHIEVED / NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURE				
SO 1			Institutional Compliance: To ensure that USCDA operations are compliant with all regulatory frameworks													
SO 1.2	4	3.7	Risk Management	Risk Policy Review	Date Risk Management reviewed	Policy reviewed by 2020/03/31	Policy reviewed by 2020/03/31	Not Reviewed	None	Not Achieved	The policy review is set for Q4	Include the review of the risk policy with all policies	Operational	M:Fin	Copy of approved policy by March 2020	Not Achieved Challenges not recorded.
SO 1.3	4	3.7	Internal Audit & AG Queries	AG & Internal Audit queries resolution	Percentage of AG/Internal Audit queries resolved per quarter	100%	100%	100%	Yes	Achieved	N/A	N/A	Operational	M:Fin	Quarterly Corrective Actions Summation/ Internal Audit Reports	✓
SO 1.4	4	3.7	Performance Management System (PMS)	Quarterly Performance Reports to the Board Chairperson	Quarterly performance appraisals of CEO	4	1	0	None	Not Achieved	CEO currently on extended leave	Performance appraisals to be performed with incumbent	Operational	Board/CEO	Reports submitted to the Chairperson of the board by the CEO	NOT ACHIEVED No revised timeframes to improve performance.
SO 1.5	4	3.7	Municipal Entity Website	Legislated SCM notices publication	Percentage of notifications uploaded	100%	100%	100%	Yes	Achieved	N/A	N/A	Operational	M:Fin	Screen shot of updates There were no SCM related adverts for the quarter	✓
SO 1.6	4	3.7	Financial Reporting	Monthly management accounts production	Management reports, ledger and reconciliations by 5th working day of the following month to CEO	12	3	3	Yes	Achieved	N/A	N/A	Operational	M:Fin	Reports & Proof of submission to CEO	✓
SO 1.7	4	3.7	S87 Financial Reporting	Monthly financial report production	Monthly reports by the 7th working day of the following month to Ugu	12	3	3	Yes	Achieved	N/A	N/A	Operational	M:Fin	Reports & Proof of submission to parent	✓
SO 1.8	4	3.7	PMS Reporting	Quarterly performance report production	Quarterly reports	4	1	1	Yes	Achieved	N/A	N/A	Operational	M:Fin	Reports & Proof of submission to parent	✓
SO 1.9	4	3.7	Financial Planning	Mid-year adjusted budget review	Board resolution by 15/01/21	15/01/2021	15/01/2021	Budget Adjustment Approved	Yes	Achieved	N/A	N/A	Operational	M:Fin	Board Resolution adopting the MYR	✓
SO 1.10			financial Planning	Mid-year adjusted budget review	Submission to Ugu by 20/01/2021	20/01/2021	20/01/2021	Midyear review and Adjustment Budget submitted	Yes	Achieved	N/A	N/A	Operational	M:Fin	Confirmation of receipt by Ugu by 20 January 2019	✓
SO 1.15	4	3.7	MFMA Compliance	Fruitless & Wasteful and Irregular Expenditure - Section 102 report	F&W exp <1% of total exp reported to Board	<1%	<1%	<1%	Yes	Achieved	N/A	N/A	Operational	M:Fin	Board Reports	✓

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SO 1.16	4	3.7	Budget Planning in terms of the MFMA	2021/2022 budget approved by the Board	Draft approved by 31 May 2021	Approved Budget	Draft Budget approved and submitted to the board and Ugu	Draft Budget approved and submitted to the board and Ugu	Yes	Achieved	N/A	N/A	Operational	M:Fin	Draft Budget approved by the Board and submitted to Ugu	✓
SO 1.17	4	3.7	MSCOA Implementation	Actively participate in MSCOA steering committee	Compliance with MSCOA targets	4	1	1	Yes	Achieved	N/A	N/A	Operational	M:Fin	Progress reports submitted to Corporate Services Committee.	✓
SO 2 Financial Sustainability : To ensure that the USDA is financial sustainable and viable																
SO 2.1		3.7	Financial sustainability	Fundraising	Funds raised as a result of resource mobilization	R5m	R2m	R4m	Yes	Achieved	N/A	N/A	Operational	CEO	Proof of committed funds e.g. SLA,	✓
SO 2.2		3.7	Financial sustainability	Charging of fees on concluded agreements/services rendered	Revenue earned by agency on services or agreement concluded	R150 000.00	R60 000	0	None	Not Achieved	No agreement has yet yielded the envisage fees	Continue with efforts to secure agreements that will ensure that the entity benefits for management fees	Operational	CEO and FM	Bank statements confirming payment into USFDA account	Not Achieved
SO 4																
SO 4.1	1	3.7	Corporate Identity	Update USFDA website and maintainance	12 updates to websites	12	3	3	Yes	Achieved	N/A	N/A	Operational	M:IPM/CEO	Screen Shot of the updated website	✓
SO 4.2	1	3.7	Corporate Identity	Ensure all brand & marketing material compliant with USFDA	Review & produce brand & marketing material	1	N/A	1	Yes	Achieved	N/A	N/A	Operational	M:IPM/CEO	Branded material in stock	✓
SO 5 Investment Promotion: To promote the growth and development of the Ugu District Vision 2030																
SO 5.1	3		Implement an Investment Promotion & Facilitation Strategy for the Ugu District													
SO 5.1.1	3	3.7.9	Investment promotion	Marketing USFDA to international investors	Leaflets and brochures sent to all SA embassies (Africa and abroad)	1	1	1	Yes	Achieved	N/A	N/A	Operational	MIPM	Copy of the digital brochure	✓
	3	3.7.9	Investment promotion	Marketing investment opportunities at investment conferences and seminars	Number of exhibitions	2	1	1	Yes	Achieved	N/A	N/A	Operational	MIPM	Attendance register Report on outcomes of the exhibition attended	✓
	3	3.7.9	Investment Promotion	Initiate good stakeholder relations with other provincial and national institutions to expose and market Ugu businesses	Investment Conference held in partnership with strategic stakeholders - EDTA & TIKZN	1	1	0	None	Not Achieved	Covid 19 regulations do not allow large events	Highly depended on easing of regulations for Covid 19 by President	Operational	IPM/CEO	Confirmation of receipt by Ugu by 20 January 2019 Conference deliverables presented to the Board	Not Achieved
SO 6 To maximize the contribution of agriculture to the local economy																
SO 6.1 Agricultural Development																
SO 6.1.1		3.7	Agrarian revolution	Facilitate the cultivation of niche crops (Macademia and Cassava) in Amakhosi owned land	Number of confirmed partnerships for the implementation of the project	3	1	0	None	Not Achieved	15 emerging farmers were supported with dry bean seeds but no yield came out because the seeds have expired.	Approach iThala Bank to access RASET grant for Macademia.	Operational	M:Dev Agric	Written commitments or MoU with potential partners.	NOT ACHIEVED No revised timeframes to improve performance.

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SO 6.1.2			Agrarian revolution	Compile the feasibility report for Natal Wild Banana (Strelitzia nicotai) and Cannabis cultivation in Ugu	List of potential markets and funders	4	1	1	Yes	Achieved	N/A	N/A	R -		Proof of commitment from markets or funders	✓
SO 6.1.3		3.7	Agrarian revolution	Facilitate the identification of Ugu youth/women projects for Natal Wild Banana and indian crop (moringold)	Number of youth/women projects identified	20	5	5	Yes	Achieved	N/A	N/A	R -	M:Dev Agric	Proof of support given as well as assistance with access to markets for produce	✓
SO 6.1.4			Agrarian revolution	Coordinate stakeholders and resources for a functional UFPM	Signed lease or contract with the department/ partner for UFPM	1	1	0	None	Not Achieved	The textile lease is still underway in a form of negotiations. There was an incubator application that was lodged and waiting for the outcome	Follow up and conclude on all the engagements with two potential initiatives	R -	M:Dev Agric	Oversee commencement of operations in UFPM	NOT ACHIEVED No revised timeframes to improve performance.
SO 6.1.6	3	3.7	Agrarian revolution	Secure funding or receive written commitment from stakeholders	Number of agricultural projects supported with external funding	6	2	0	None	Not Achieved	The funding applications that were done for EDTEA Operation Vula Tier 2 have not been concluded that was anticipated to be concluded this quarter.	Next quarter government departments will be starting their financial year and applications for this period were submitted for consideration.	R -	M:Dev Agric	Written commitments of support from stakeholders on agricultural projects/ proof of funding secured	Not Achieved
SO 6.1.7			Agrarian revolution	Facilitate the development of district master document for arable land	Detail report on available arable land in Ugu District for investors	1	1	1	Yes	Achieved	N/A	N/A	R -	M:Dev Agric	DARD Confirmed report	✓
SO 6.1.8			Agrarian revolution	Establish and coordinate the survey for potential state land for commonages	Database of available land in the district	1	1	0	None	Not Achieved	DRDLR is no longer considering commonages for their lease nor sale farms.	Check in Amakhosi areas how best this concept can be implemented	R -	M:Dev Agric	Zoned areas for commonages report or comprehensive report from DARD/DRDLR	NOT ACHIEVED No revised timeframes to improve performance.
SO 6.1.9			Agrarian revolution	Resuscitate existing organic sector for local market	Number of organic growers	3	1	1	Yes	Achieved	N/A	N/A	R -	M:Dev Agric	Written agreements/commitment from the markets	✓
SO 6.1.10			Agriculture	Coordinate engagement sessions with key stakeholders on COVID19 agricultural recovery	Quartely reports	4	1	1	Yes	Achieved	N/A	N/A	R -	M:Dev Agric	Minutes and attendance register	✓
SO 6.2			Agricultural Value Chain Development													
SO 6.2.1	3		Agro-processing	Link the identified small timber growers with potential forestry partners for support	Number of linkages made	3	1	0	None	Not Achieved	Timber benefiting big companies have limited to no extended support for small growers.A sustained support is of the market in a form of buying their harvested timber for a standard rate.	Since there are no grants for timber growers. The corrective measure is approaching financial institutions for a long term payment programmes with a considerable interest rate.	Operational	M:Dev Agric	Proof of linkages created evidenced by agreements signed and progress with implementation of support mechanism	Not Achieved

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SO 7.1.2			Coastal Propertys Development	St Michaels beachfront Shelly Ski-Boat Revamp Southbroom Beachfront	Appointment of developers after resolution of an impasse with Department of Public Works	Developer appointed	Appoint developer and conclude agreements and guarantees provided by 30 March 2021	0	None	Not Achieved	There is the blockage as properties are owned by Public Works	RNM legal department is in negotiation with Public Works	Operational	CEO	Appointment letter	Not Achieved
SO 7.2			Implement property development opportunities													
SO 7.2.1			KwaXolo Caves	Funding applications for 2nd phase submitted to potential funders	Number of funding applications submitted		5	1	Yes	Achieved	N/A	N/A	R 552 841.00	M:Dev P/CEO	Correspondence to potential funders	✓
SO 7.2.4			Port Shepstone Government Office Complex Feasibility	Development of a feasibility for a government office complex	Date feasibility of the government office precinct completed & potential sites identified	Feasibility concluded by 30 Sep 2020 and sites identified by 30 December 2020	Site indentified by 28 February 2021	0	None	Not Achieved	There is the blockage as properties are owned by Public Works		Operational		Feasibility Report and potential site adopted by the Bopard	Not Achieved No corrective measures and revised timeframes to improve performance.
SO 7.2.6			Hibberdene Harbour	Appointment of developers for the Hibberdene Harbour and registration of leases with the Deeds Office	Date of signing a developer's agreement which sets the scene for implementation	Registration of leases with the Deeds Office	Secondary lease concluded between USCDA and the developer	0	Yes	Not Achieved	Parties in negotiation to conclude MOU	MOU finalisation in progress	Operational	CEO	Title Deed Endorsement	Not Achieved
SO 8			Marine: To promote economic development within coastal and riverine zones													
SO 8.1	3		Implement maritime tourism projects													
SO 8.1.1			Multi Trails Network	Umzumbe River Trails Phase 1 completed / Feasibility	Date of opening of Phase 1 to the public	Dec-20	Final Feasibility Study for Phase 2	0	None	Not Achieved	There was a delay in finalising contract with the developer.	Project expected to be completed end of May 2021. Developer on site.	R2 000 000	M:Dev P/CEO	At least R4m by March 2020	Not Achieved
SO 10	3		Renewable Energy: To identify, attract, support or assist renewable energy initiatives within the district													
SO 10.1			Renewable energy	To support and assist the proposed Bio Fuels initiative at Gunn's Drift	Quarterly progress reports at the Projects Development Committee	4	1	1	Yes	Not Achieved	N/A	N/A	Operational	M:Dev SP	Copy of quarterly report on progress with implementation submitted to Projects Development Committee	Target was reported as achieved, however, there was no supporting evidence provided.
SO 10.2			Economic Recorvery - Covid-19	Coordinating Economic Recorvery Initiatives	Number of initiatives implemented	5	N/A	0	Yes	Not Achieved	Appointment of Textile Service provider in progress.	Engagements to continue to ensure that initiatives are implemented	Operational	CEO	Action plan indicating progress with implementation	Not Achieved