

SUB-PROJECT REF.	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	TARGET:Q4	Actual :Q4	Quarterly target : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	Annual Actual	Annual : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS Q4
1.1.1.1	Quarterly Brand Tracking Report	Number of Brand Tracking reports indicating-Exposure Instances	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Brand Tracking Report with Evidence of Exposure Instances	✓
1.1.1.2	Three (3) themed seasonal campaigns held	Number of themed seasonal campaigns	3	1	1	ACHIEVED				4	ACHIEVED				Campaign Reports: June-July Sardine Season Report, Spring-Summer Report, Easter Season Report	✓
1.1.1.3	Free exposure instance profiling Port Shepstone as a business hub.	Number	1	0	1	ACHIEVED				2	ACHIEVED				Brand Tracking Report with evidence of exposure.	✓
1.1.1.4	24 published articles/inserts in the local newspapers and national publications or platforms.	Number of Inserts Published.	24	6	6	ACHIEVED				24	ACHIEVED				Published Newspaper Inserts & Quarterly Brand Tracking Report	✓
	Quarterly newsletters or Mass Mailing communication distributed to Members and Non-Member	Number of Newsletters distributed	4	1	1	ACHIEVED				4	ACHIEVED				Statistical report confirming the distribution of the Newsletter.	✓
	Quarterly report identify the Tourist Friendly Awareness ACTIVITIES undertaken by USCT	Number of reports	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Tourist Awareness report	✓
	Push notifications communicated to businesses	Number of Push Notifications facilitated	12	3	6	ACHIEVED				25	ACHIEVED				Screenshot and or photo of the Push Notification circulated.	✓
1.1.1.5	South Coast Tour Packages created to improve geographic spread	Number of tour packages created	4	1	1	ACHIEVED				4	ACHIEVED				Report summary of the Tour Packages	✓
	Packages, including rural/agri-tour packages, showcased on USCT website	Minimum Number of tour packages on website.	4	1	1	ACHIEVED				4	ACHIEVED				Screenshot Evidence of Tour Packages offered	✓
	Marketing workshops participated in during the year	Number of Workshops	2	1	1	ACHIEVED				1	NOT ACHIEVED	Due to budget constraints the video required for the marketing workshop could not be procured timeously. A Mega workshop was hosted in Q4.	Encourage the Municipalities to timeously release grants to enable USCT to deliver on the scorecard.	20 June 2022.	Report submitted supporting registers/agendas and or programmes.	✓

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1.1.1.6	MICE Leads Generated during the year	Number of MICE Leads Generated	2	0	0					0	NOT ACHIEVED	Due to Covid-19 restrictions these programs are not taking place.	Pending the upliftment of the Covid-19 restrictions	20 March 2022.	Evidence of Mice leads generated through the Business Tourism platform Closeout report	N/A
	Golf Tourism promotions	Number of Brand Tracking reports indicating Exposure Instances	4	1	1	ACHIEVED				4	ACHIEVED				Evidence of Promotions & Quarterly brand tracking report	✓
	Agri/Rural Tourism promotions	Number of Brand Tracking reports indicating Exposure Instances	1	0	1	ACHIEVED				3	ACHIEVED				Quarterly Brand Tracking Report with evidence of exposure instances	✓
	Diving experience promotions	Number of Promotions	4	1	1	ACHIEVED				4	ACHIEVED				Evidence of Promotions & Quarterly brand tracking report	✓
	Racing experiences	Number of Promotions	4	1	1	ACHIEVED				4	ACHIEVED				Evidence of Promotions & Quarterly brand tracking report	✓
1.1.2.1	Beach activations staged during the year	Number of Activations	3	1	1	ACHIEVED				1	NOT ACHIEVED	Due to budget constraints USCT was unable to fund an events program and the service provider was unable to secure a sponsor due to Covid-19 restrictions	With the improvement of USCT financial situation, budget can be made available for the activations	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	Beach & Hinterland event activation report	✓
	Hinterland activations staged during the year	Number of Activations	3	1	0	NOT ACHIEVED	Due to budget constraints USCT was unable to fund an events program and the service provider was unable to secure a sponsor due to Covid-19 restrictions	With the improvement of USCT financial situation, budget can be made available for the activations	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	0	NOT ACHIEVED	Due to budget constraints USCT was unable to fund an events program and the service provider was unable to secure a sponsor due to Covid-19 restrictions	With the improvement of USCT financial situation, budget can be made available for the activations	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	Beach & Hinterland event activation report	NOT ACHIEVED
1.1.3.1	Domestic exhibitions and trade shows as per annual plan/calendar participated	Number of exhibitions/trade shows as per plan.	6	2 : Indaba WTM Africa	0	NOT ACHIEVED	Covid-19 restrictions not allowing for these shows to take place	Pending the upliftment of the Covid-19 restrictions	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	0	NOT ACHIEVED	Covid-19 restrictions not allowing for these shows to take place	Pending the upliftment of the Covid-19 restrictions	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	Evidence of Participation, Report, Programmes	NOT ACHIEVED
1.1.3.2	Domestic consumer shows participated in the year	Number	2	-	-	-	-	-	-	0	NOT ACHIEVED	Covid-19 restrictions not allowing for these shows to take place	Pending the upliftment of the Covid-19 restrictions	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	Quarterly Report & Evidence	N/A
1.1.3.3	Representation Achieved at International market platforms	Number	1	0	0	-	-	-	-	0	NOT ACHIEVED	Covid-19 restrictions not allowing for these shows to take place	Pending the upliftment of the Covid-19 restrictions	This will not be caught up - as the target will begin again on the PMS scorecard for 2022	Report with evidence	N/A

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1.1.4.1	Effectively managed and consistently branded VIC's	1 VIC Report by date	0												Annual Target removed	N/A
1.1.4.3	FAMILIARISATION TRIPS hosted during the year	Number of trips hosted	8	3	6	ACHIEVED				12	ACHIEVED				Quarterly Brand Tracking Report as well as Itenary, Register and Email correspondance	✓
1.1.5.1	Quarterly Content (New and Maintenance) updated	Quarterly report referencing updates	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Digital Reports	✓
	VIC portal launched to the USCT Destination Website	Portal launch by date	30 Oct 2020.	-	-	-	-	-	-	28 Oct 2020.	ACHIEVED				Screenshot Evidence of VIC Portal on website	N/A
	Quarterly VIC website update	Quarterly reporting referencing Website updates	2	1	1	ACHIEVED				2	ACHIEVED				Quarterly VIC Services website update report	✓
	Covid 19 portal on website updated	Updated Covid 19 Portal reports	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Covid 19 Portal reports	✓
1.1.5.2	Quarterly Monitoring and Trend analysis reports completed.	Number of Reports	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Digital Reports	✓
1.1.5.3	Quarterly newsletters or Mass-Mailing communication distributed to Members and Non-Members	Number of Newsletters or Mass-Mailing communication distributed	4	4		NOT ACHIEVED				0	NOT ACHIEVED				Email evidence of Newsletter circulated to Database	N/A
1.1.6.2	Promotional Material and Collateral Produced as per revised Brand Manual and Budget.	% of budget	90%	90%	13%	NOT ACHIEVED				13%	NOT ACHIEVED	Due to budget constraints USCT was not able to procure promotional items. Additionally with Covid-19 restrictions the items were also not necessary.	With improved cash flow, items were purchased in Q4, however should additional items be required, this will be done in the new financial year.	20 March 2022.	Expenditure Report & Evidence of Materials	NOT ACHIEVEDNo blockages and challenges, no corrective measures and revised timeframes to achieve non achieved targets
1.1.6.3	SC Experience, Accommodation , Routes, Niche products produced.	By Date	30 June 2021.	20 June 2021.	20 June 2021	ACHIEVED				20 June 2021	ACHIEVED				Evidence of SC information produced and available by date	✓
	Meeting Planner Guide produced	By Date	15 December 2020	-	-	-				-	NOT ACHIEVED	Due to budget constraints USCT was not able to procure the Meeting Planner Guide. Additionally with Covid-19 restrictions the events where it would have been used did not take place.	Pending the upliftment of Covid-19 restrictions there will be a need to produce this guide for the Meetings Africa Conference taking place in March 2022.	20 December 2021.	Meeting Planner Guide produced by date	N/A

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	Updated Event Calendar on destination Website.	By date	Updated event calendar on website every quarter	20 Jun 21.	17 June 2021	ACHIEVED				17 June 2021	ACHIEVED				Screenshot Evidence of updated event calendar on website.	✓
	High Quality Marketing Images Sourced	By Date	20 June 2021.	20 June 2021.	15 June 2021	ACHIEVED				15 June 2021	ACHIEVED				Image Library by date	✓
	High Quality Video footage	Number of Videos	4	1	3	ACHIEVED				4	ACHIEVED				Number of Videos	✓
1.1.7.1	Quarterly Brand Tracking Reports Submitted for quarterly consideration	Number of Reports	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Brand Tracking Reports	✓

KEY PERFORMANCE AREA 2: TOURISM DEVELOPMENT AND TRANSFORMATION																
SUB-PROJECT REF.	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	TARGET: Q4	Actual : Q4	Quarterly target : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	Annual Actual	Annual : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENYS Q4
2.1.1.1	Identify Nodal program development opportunities	Number of programs developed per Local Municipality	2	1	1	ACHIEVED				3	ACHIEVED				Program report complied and submitted to the CEO by date.	✓
	Progress from baseline of Umdoni program developed to a minimum of 50% to be implemented	Percentage of program developed implemented	50%	50%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Nodal Programme report	✓
	Progress from baseline of Umuziwabantu program developed to a minimum of 50% to be implemented	Percentage of program developed implemented	50%	50%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Nodal Programme report	✓
	Progress from baseline of program developed to a minimum percentage implemented	Percentage of program developed implemented	60%	60%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Nodal Programme report	✓
	Progress from baseline of program developed to a minimum percentage implemented	Percentage of program developed implemented	60%	60%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Nodal Programme report	✓
	Progress from baseline of program developed to a minimum percentage implemented	Percentage of program developed implemented	60%	60%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Nodal Programme report	✓
	Progress from baseline of program developed to a minimum percentage implemented	Percentage of program developed implemented		40%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Nodal Programme report	✓
	Umdoni & Umuziwabantu Great Drives Out routes	Number of new Routes	2	1	1	ACHIEVED				2	ACHIEVED				Plotted Route by date submitted to the CEO	✓
2.1.1.3	Identify & Incorporate Agri-Tourism products into existing Routes and Tour Packages	Number of Agri-Tourism products incorporated into Routes & Packages (2 per LM)	8	4	4	ACHIEVED				8	ACHIEVED				Tour packages developed to incorporate Agri Tourism products Agri Tourism products incorporated into a Tour Package	✓
2.1.1.4	Create Awareness around existing product (eg: KwaXolo Caves) as a Tourist attraction to the Community	Number of reports on the Awareness	4	1	1	ACHIEVED				3	NOT ACHIEVED	No clear understanding of the target by the GM:Development.	Ensure that awareness happens every quarter	There is no revised date to catch-up with Tourism Awareness Campaigns. They will begin in the new year with the 2022 PMS scorecard	Report on the progress on the improved relations and awareness on the tourism product with the community	✓
	Work closely with Area Committees to ensure effective implementation of USCT programs	% of Area Committees functional	80%	80%	69%	NOT ACHIEVED	Lack of interest from some Area Committees	Area Stakeholder sessions have taken place to encourage businesses to be part of the Tourism Area Committees	30 Septemember 2021	69%	NOT ACHIEVED	Lack of interest from some Area Committees	Area Stakeholder sessions have taken place to encourage businesses to be part of the Tourism Area Committees	30 Septemember 2021	Report to the CEO on the participation and functionality of the area committees.	NOT ACHIEVED
2.2.1.1	Work with Department of Health & Environmental Services to create and implement awareness drives to be Covid 19 compliant	Number of reports on the work undertaken	4	1	1	ACHIEVED				4	ACHIEVED				Quarterly Implementation reports submitted to the CEO	✓

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	Develop Step-by-Step guide on Covid 19 compliance measures.	Date of completion of Guide	20 Sept 20.	-	-	-				18-Sep-20	ACHIEVED				Covid 19 Compliance guide completed and submitted to the CEO by date.	N/A
	Partnering with professional bodies (SAICA) to support and assist businesses affected by the Covid19 lockdown	Number of reports on the partnerships forged and businesses assisted	4	1	0	NOT ACHIEVED	Presentations were done in August 2020 to SAICA via the Ugu Economic Command Cluster. USCT requested UguECC to contact SAICA for feedback, as they are the liaison body for this project, however to date no feedback has been received	USCT to find alternative professional partners eg: Singatha	30 September 2021.	1	NOT ACHIEVED	Presentations were done in August 2020 to SAICA via the Ugu Economic Command Cluster. USCT requested UguECC to contact SAICA for feedback, as they are the liaison body for this project, however to date no feedback has been received	USCT to find alternative professional partners eg: Singatha	30 September 2021.	Quarterly Implementation reports submitted to the CEO	NOT ACHIEVED
	Formalise an Association for Tour Guides and Operators by date	Date of the Innaugural meeting of the Tour Guides and Operators Association		-	-	-	-	-	-	12 February 2021	ACHIEVED				Agenda, Attendance Register and minutes of the meeting.	N/A
2.2.1.2	Entrepreneurial program developed to assist individuals	Date of program developed	31 October 2020.	-	-	-	-	-	-	19 March 2021	NOT ACHIEVED	The Skills Development Plan was developed, but not by the planned date	Better planning and monitoring of dates	NA : Target completed	Entrepreneurial program developed and submitted to the CEO by date	N/A
2.2.1.3	Number of graded establishments assisted	Number	20	10	0	NOT ACHIEVED	Due to the Covid-19 pandemic, businesses were closing down so the grading process could not be implemented as planned	This may be possible when the Tourism Industry with the improvement of tourism after the pandemic	20 June 2022.	0	NOT ACHIEVED	Due to the Covid-19 pandemic, businesses were closing down so the grading process could not be implemented as planned	This may be possible when the Tourism Industry with the improvement of tourism after the pandemic	20 June 2022.	Report and Evidence.	NOT ACHIEVED
2.4.1.2	Number of internships facilitated	Number	Number	-	-	-	-	-	-	6	ACHIEVED	-	-	-	Confirmation letter of appointment to Internship	N/A
2.6.1.1	Quarterly Progress Report tabled at Board.	Number	4	1	1	ACHIEVED				3	NOT ACHIEVED	No clear understanding of the target by the GM:Development.	Continuous engagement with the Municipalities	There is no revised date to catch-up with this project as they will begin in the new year with the 2022 PMS scorecard	Evidence of submission of communication to municipalities	✓
	Communication to the Private Sector on the importance of "Covid Clean" measures in businesses	Quarterly newsletters	4	1	1	ACHIEVED				3	NOT ACHIEVED	No clear understanding of the target by the GM:Development.	Ensure that Covid-Clean measures are incorporated into every quarterly newsletter	There is no revised date to catch-up with these Newsletters as they will begin in the new year with the 2022 PMS scorecard	Covid Clean measures incorporated into the Newsletter, with evidence of Statistical report confirming distribution	✓

KEY PERFORMANCE AREA 03: RESEARCH

PROGRAM	USCT PROJECT REF	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	Adjusted annual target	TARGET : Q4	ACTUAL : Q4	Quarterly target : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	Annual Actual	Annual : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS Q4
Data Management	3.1.1	3.1.1.1	Trend Research	-Obtaining KZN South Coast Data with regards to Seasonal footprint	Research findings	Number of reports	2	1	1	ACHIEVED				2	ACHIEVED				December Seasonal Report	✓
		3.1.1.5	Accommodation & Venue Database	To maintain a credible Accommodation and Venue database for the UGU District	Credible Venue and Accommodation Database Developed by 15 June	Credible Venue and Accommodation Database Developed by 15 June	15 June 2021.	15 June 2021.	15 June 2021	ACHIEVED				15 June 2021	ACHIEVED				Delivery and Date of Delivery.	✓
		3.1.1.6	Target Market Identification	To identify the KZN South Coast Target Market	Research report on the KZN South Coast Target Market	Completed Research Report by date	15 June 2021.	15 June 2021.	11 June 2021	ACHIEVED				11 June 2021	ACHIEVED				Delivery and Date of Delivery.	✓

KEY PERFORMANCE AREA 04: STAKEHOLDER MANAGEMENT

SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	Adjusted Performance Target	Q4 : TARGET	ACTUAL : Q4	Quarterly target : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	Annual Actual	Annual : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	INTERNAL AUDIT COMMENTS Q4
4.1.1.1	Maintenance of Tourism Business Database	To ensure a Tourism Business database is maintained	Database Approved by 30 June 2020	By Date	20-Jun-21	20-Jun-21	15-Jun-21	ACHIEVED				15-Jun-21	ACHIEVED				✓
4.1.2.1	Stakeholder Networking	To participate in provincial and national stakeholder network information development and information platforms.	To participate in minimum of platforms.	Number	6	3	3	ACHIEVED	Possible 4 ?			6	ACHIEVED				✓
		Host destination/local stakeholder networking, information, development and information platforms.	To host a minimum of platforms.	Number	4	3	3	ACHIEVED				6	ACHIEVED				✓
4.1.3.2	Existing Partnerships	To monitor and report on existing partnerships.	Quarterly -PMS Report	Report per quarter	4	1	1	ACHIEVED				5	ACHIEVED				✓
4.1.4.1	AGM	To ensure company compliance and reporting to the Parent Municipality	AGM held by 30 June	Date	30-Jun-21	30-Jun-21	30 Jiune 2021	ACHIEVED				30 Jiune 2021	ACHIEVED				✓
4.1.4.2	Attendance of Municipal and IGR Platforms.	To attend Municipal and IGR Platforms/Meetings.	Council Meetings & IGR Meetings attended	Number Attended	26	10	14	ACHIEVED				36	ACHIEVED				✓
4.1.4.3	Beaches Amenities	To ensure clean and efficiently equipped beach facilities through liaising with relevant authorities.	Annual Beach report submission to relevant municipalities on Beaches	Report by date	20-Jun-21	20-Jun-21	18-Jun-21	ACHIEVED				18-Jun-21	ACHIEVED				✓
4.1.5.1	Meetings with Area Committee Chairpersons	To host at least one meeting per quarter with area committee chairpersons.	One meeting per quarter.	Meeting per quarter	4	1	0	NOT ACHIEVED	Due to a number of Area Committess becoming non-functional this meeting did not take place this quarter	USCT is in the process of hosting Area Roadshows, to re-establish participation in this committee	There is no revised date to catch up these meetings. They will begin in the new year for the 2022 PMS Scorecard	1	NOT ACHIEVED	Due to a number of Area Committess becoming non-functional this meeting did not take place this quarter	USCT is in the process of hosting Area Roadshows, to re-establish participation in this committee	There is no revised date to catch up these meetings. They will begin in the new year for the 2022 PMS Scorecard	NOT ACHIEVED

USCT KPA 5: USCT ENTITY ADMINISTRATION																	
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5.1.1.1	Strategic Plan	Reviewed Strategic Plan approved by Board before 30 April	Date of Strategic Plan Approval	30 April 2021	30 April 2021	14-May-21	NOT ACHIEVED	The stakeholder session schedule for 25 February was cancelled due to poor attendance. The meeting took place 14 April, then needed Board approval in May	Encourage stakeholders to see the benefit of participating in these important Business Planning sessions	Not applicable	14-May-21	NOT ACHIEVED	Due to extremely poor attendance of stakeholders, the public consultation meeting had to be rescheduled. This took place after the election of the new Area Committees to ensure that Community Stakeholders participated.		Not applicable as the	Board Resolution of Approval	NOT ACHIEVED
5.1.1.2	Annual Operational/Performance Plan	One Year Operational Plan approved by Board by 30 June 2020	Date of Operational Plan Approval	30 May 2021	30 May 2021.	14 May 2021	ACHIEVED	-	-	-	14 May 2021	ACHIEVED				Board Resolution of Approval	✓
5.1.1.3	Organisational Performance Management	90% Targets/Annual KPI: Outputs Achieved	Planned KPI Outputs % Achieved.	90%	90%	75%	NOT ACHIEVED	This target was not achieved due to a combination of causes between Covid 19 restrictions for Marketing functions and the delay in grant funding received	USCT has reviewed the SDBIP and is finding alternative ways to market the destination around Covid-19. USCT continues to engage at all levels for the timely release of grant funding.	-	80%	NOT ACHIEVED	This target was not achieved due to a combination of causes between Covid 19 restrictions for Marketing functions and the delay in grant funding received	USCT has reviewed the SDBIP and is finding alternative ways to market the destination around Covid-19. USCT continues to engage at all levels for the timely release of grant funding.	-	Audited Annual Performance Report	NOT ACHIEVED
		Annual Report adopted by Board 31 December	Date of Annual Report Adoption	31 December and Submission to Ugu DM.	-	-	-	-	-	-	10-Dec-20	ACHIEVED				Board Resolution of Approval and submission to Ugu DM	N/A
		Mid-Year Performance Report adopted by 30 January	Date of Mid-Year Report Adoption	30 January 2021	0	0	-	-	-	-	15-Jan-21	ACHIEVED				Board Resolution of Adoption	N/A
		4 Quarterly Review sessions and reports completed	Number of reports	4	1	1	ACHIEVED	-	-	-	4	ACHIEVED				Evidence of Submission to Ugu.	✓

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5.2.1.1	Risk Management and Fraud Prevention	Completed Risk Register and Fraud Prevention Plan by 30 September	Date	30 September 2020	.	-	-	-	-	-	1 August 2020	ACHIEVED				Risk Register and Fraud Risk Register submitted to the CEO by date	N/A
5.2.1.2	Annual Audit Plan	Developed Annual Audit Plan by 30 September 2020	Date	30 September 2020	0	0	-	-	-	-	20 August 2020.	ACHIEVED				Board Resolution of Adoption	N/A
		Number of Quarterly Audit Committee sittings.	Number per quarter	4	1	1	ACHIEVED				4	ACHIEVED				Audit Committee Minutes	✓
		80 % of audit queries resolved per quarter.	Percentage of Resolved Audit Queries per quarter	80%	80%	100%	ACHIEVED				100%	ACHIEVED				Audit Committee Minutes	✓
		100% Annual Audit Plan Implementation	Percentage of Plan Implemented	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Audit Committee Minutes	✓
5.2.1.3	Auditor-General Management Report	Auditor-General Management Report and Audit Finding: Unqualified Audit	AG Report Opinion	Unqualified Audit	-	-	-				Unqualified Audit Opinion	ACHIEVED				AG Management Report Duly Signed off and Tabled.	N/A
5.2.2.1	Statutory Compliance	100% Statutory compliance for Board meetings	Percentage Compliance	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Board Minutes.	✓

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			Reviewed and Updated Policies Approved	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Board Minutes.	✓
5.3.1.1	Budget Planning	Budget Policy approved by 30 May 2020.	By date	30-May-21	30-May-21	-	NOT ACHIEVED	This was achieved in Q3	None	Not applicable	12 March 2021	ACHIEVED				Board Resolution Adopting Budget Policy	NOT ACHIEVED
		First draft budget submitted to Ugu by 30 January	By Date	30-Jan-21	0	0	-				26-Jan-21	ACHIEVED				Evidence of first Draft Budget tabled, and Submission to Ugu DM.	N/A
		Annual Draft Budget approved by 31 May	By Date	31-May-21	31-May-21	27-May-21	ACHIEVED				27-May-21	NOT ACHIEVED				Board Resolution of Approval of Draft Budget & submission to Ugu	✓
5.3.1.2	Financial In-Year Reporting	12 Monthly Reports compiled and submitted by deadline.	Number of Reports by deadline.	12	3	3	ACHIEVED				12	ACHIEVED				Reports with submission dates.	✓
5.3.1.3	Budget Review	S88 Report compiled and approved by 20 January 2020.	Report completed and approved by date.	20 January 2021	0	0	-				15 January 2021	ACHIEVED				Board Approval Resolution and proof of submission to Ugu District.	N/A
5.3.1.4	Annual Financial Statements	Adopted AFS by 31 December 2019.	Adopted AFS by Date	31-Dec-20	0	0	-				10 December 2020.	ACHIEVED				Board Resolution of AFS Adoption.	N/A
		Draft AFS submitted to AG by date	Draft AFS submitted to AG by Date	31-Oct-20	0	0	-				07-Sep-20	ACHIEVED				Draft AFS submitted to AG with acknowledgement of receipt.	N/A
5.3.2.1	Operational Expenditure	90% operational expenditure to plan.	% operational expenditure to plan.	80%	80%	87%	ACHIEVED				87%	ACHIEVED				Quarterly Reports.	✓
		Staff Salaries paid monthly by 25th.	12 x Salary Payments by date	25 th Monthly	3x Monthly Payment by 25th	3x Monthly Payment by 25th	ACHIEVED				12 x Monthly payments by 25th	ACHIEVED				Salary Reports by date	✓
		Board Fees paid monthly by 25th.	12 x Payments by date	25 th Monthly	3x Monthly Payment by 25th	3x Monthly Payment by 25th	ACHIEVED				12 x Monthly payments by 25th	ACHIEVED				Salary Reports by date	✓
5.3.2.2	Capital Expenditure	% capital expenditure to plan.	% capital expenditure to plan.	50%	50%	13%	NOT ACHIEVED	None	None. Due to closure of VIC's USCT did not need to replace computer equipment as planned	Not applicable	13%	NOT ACHIEVED	None	None. Due to closure of VIC's USCT did not need to replace computer equipment as planned	Not applicable	Quarterly Reports.	NOT ACHIEVED

SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	Q4: TARGET	Actual :Q4	Quarterly target : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	Annual Actual	Annual : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTARY Q4
5.3.2.3	Fruitless & Wasteful Expenditure	Less than 1% Fruitless and Wasteful expenditure	Budget % spend fruitless and wasteful expenditure	Less than 1%	Less than 1%	Less than 1%	ACHIEVED				Nil	ACHIEVED				Board Reports and Minutes, and Register.	✓
5.3.2.4	Unauthorised Expenditure	Less than 1% unauthorised expenditure	Budget % spend unauthorised expenditure	Less than 1%	Less than 1%	Less than 1%	ACHIEVED				Nil	ACHIEVED				Board Reports and Minutes, and Register.	✓
5.3.3.1	Credit Control & Debt Collection Policy	Reviewed Policy by 30 May 2019.	By Date	30 May 2021	30-May-21	-	NOT ACHIEVED	This was achieved in Q3	None	Not applicable	12 March 2021	ACHIEVED				Board Resolution of Adoption of Policy	NOT ACHIEVED
5.3.3.2	Annual Tariffs.	2020-2021 Annual Draft Budget approved by 30 March 2020.	By Date	30 Mar 2021	0	0	-				12 March 2021	ACHIEVED				Board Resolution of Approval of Draft 2020-2021 Budget with Tariffs - submission to Ugu & Acknowledgement of receipt.	N/A
5.3.3.3	Grant Funding	100% grant funding received as per plan.	% received to plan.	100%	100%	21%	NOT ACHIEVED	Dispite having signed SLA's in place, Umdoni LM has not released their annual grant for 2021. Due to the financial issues Ugu DM has, they were able to settle the 2020 outstanding grant, and only R1m of the 2021 commitment.	Ongoing at all levels of communication	Umdoni LM: 16.07.2021 Ugu DM: On-going	21%	NOT ACHIEVED	Dispite having signed SLA's in place, Umdoni LM has not released their annual grant for 2021. Due to the financial issues Ugu DM has, they were able to settle the 2020 outstanding grant, and only R1m of the 2021 commitment.	Ongoing at all levels of communication	Umdoni LM: 16.07.2021 Ugu DM: On-going	Quarterly Reports	NOT ACHIEVED
5.3.3.4	Received Revenue to Plan	90% revenue received as per plan.	% revenue received to plan.	90%	90%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Reports	✓
5.3.4.1	Annual Procurement Plan	100% SCM implementation to plan	% to plan implementation	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Reports	✓
5.3.4.2	SCM Policy	Reviewed and Approved by 30 May annually.	By date	31 May 2021	31-May-21	-	NOT ACHIEVED	This was achieved in Q3	None	Not applicable	12 March 2021	ACHIEVED				Board Resolution of Approval of Reviewed Policy	NOT ACHIEVED
5.3.4.3	SCM Procedures	100% compliant implementation	% Compliance	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Reports	✓
5.3.4.4	BBBEE Reporting	100% compliant implementation	% Compliance	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Reports	✓
5.3.5.1	Asset Register	100% compliant Asset Register implementation	% Compliance	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Reports	✓
5.4.1.1	Staffing	100% posts in structure filled.	% filled posts in structure	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Reports	✓

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5.4.1.2	Staff Development	Plan Development by date	date	30 December 2020	0	0	-				18 December 2020.	ACHIEVED				Quarterly Reports	✓
5.4.1.3	Staff Performance	100% relevant staff with signed annual performance plans by date of 30 July 2019	% staff with signed annual plans by 30 July 2020.	100%	0	0	-				100%	ACHIEVED				Duly Signed Annual Performance Plans	✓
		% Implementation IPMS	% Implementation of IPMS	100%	100%	100%	ACHIEVED				100%	ACHIEVED				Quarterly Performance Reports	✓

