

						YEAR UNDER REVIEW 2016/ 2017									
						Q3									
S/O #	KPA	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2017	TARGET	ACTUAL	Progress, Challenges & Remedial			ANNUAL BUDGET	Budget spent	Remaining budget	PORTFOLIO OF EVIDENCE
									Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame				
Strategic Objective #1 : To ensure that the company operations are compliant with all regulatory frameworks															
S/O 1.3	Good Governance and Public Participation	LED 12	Internal Audit & Auditor General queries	AG & Internal Audit queries resolution	Percentage of AG / Internal Audit queries resolved per quarter	100%	100%	100%	ACHIEVED	-	-	Operational			Corrective actions summation
S/O 1.4			In-year Annual Performance Plan Revision - 2013/2017 Tourism Strategy (adopted Oct 2013)	Annual Performance Plan / Organisational Scorecard revision	Revised scorecard by deadline	30-Nov-16	NA	19-Jan-17	ACHIEVED	-	Caught up from Q2	Operational			Approved Performance Plan and proof of date
S/O 1.5			Performance Management System (PMS)	Q1 & 3 verbal; Half-year and Annual performance appraisals	Periodic performance appraisals by deadline	Quarter specific: Annual by 30 January 2017	2	4	ACHIEVED	-	-	Operational			Record of evaluations completed and proof of dates
S/O 1.9			Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded	100%	100%	100%	ACHIEVED	-	-	Operational			Instruction record to service provider
S/O 1.10			S71 Financial Reporting	Monthly financial report production	Monthly reports by deadline	12	3	3	ACHIEVED	-	-	Operational			Reports and proof of submission dates
S/O 1.11			PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4	1	1	ACHIEVED	-	-	Operational			Report submission and date
S/O 1.12			Financial Planning	Mid-year adjusted budget review	S72 report produced by deadline	20-Jan-17	20-Jan-17	19-Jan-17	ACHIEVED	-		Operational			Mid-year budget review report and proof of submission date
S/O 1.13			Budget Policy	Budget Policy review	Reviewed policy by deadline	31-May-17	NA	23-Mar-17	ACHIEVED	-	Q4 early achievement of project	Operational			Approved policy and proof of submission date
S/O 1.17			MFMA Compliance	Fruitless and wasteful expenditure	Controlled Fruitless & Wasteful expenditure as a % of Total Expenditue reported to Board	< 1%	Nil	Nil	ACHIEVED	-	-	Operational			Board reports, with Register if fruitless & wasteful expenditure - with calculations
S/O 1.18			Budget Planning in terms of the MFMA	Draft 2015/2016 budget	Draft by deadline	25-Mar-17	25-Mar-17	23-Mar-17	ACHIEVED	-	-	Operational			Entity Budget submission to Ugu DM and proof of submission date
S/O 1.19			Credit Control and Debt Collection Policy	Adopted reviewed Credit Control and Debt Collection policy by 31 May each year	Date of reviewed and approved policy	31-Mar-17	31-Mar-17	23-Mar-17	-	-	-	Operational			Approved policy and date
S/O 1.20			Supply Chain Management Policy	SCM Policy review	Reviewed SCM Policy by deadline	30-Jun-17	NA	23-Mar-17	ACHIEVED	-	Q4 early achievement of project	Operational			Approved policy and date
Strategic Objective #2 : To capacitate the Company in terms of personnel in accordance with the organisational organogram															
S/O 2.0	Municipal Transformat ion, Institutional Capacity	LED 12	Recruitment	Appointments of personnel	Number of appointments made	3	3	3	ACHIEVED	-	-	Operational			Signed Contracts
Strategic Objective #3 : Sustain and develop operations of district wide Visitor Information Centres (VIC's)															

S/O #	KPA	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2017	TARGET	ACTUAL	Progress, Challenges & Remedial			ANNUAL BUDGET	Budget spent	Remaining budget	PORTFOLIO OF EVIDENCE
									Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame				
Strategic Objective #4: Provide staff development.															
S/O 4.1	Municipal Transformat ion, Institutional Capacity	LED 12	Staff development	Short course attendance	Number of days	20	5	7	ACHIEVED	-	-	Operational			Training registration documents
Strategic Objective # 5: To contribute to the growth in the District tourism economy through visitor volume growth and the application of a Marketing Action Plan (MAP)															
S/O5.2	ent		South Coast brand & slogans consistency	Brand Manual for Ugu South Coast Tourism and including the South Coast Brand	2013/2014	NA									
S/O 5.3			Brand application	Brand translation into tools	Percentage utilisation of selected marketing tools	80%	80%	100%	ACHIEVED	-	-	R 415 000	R 12 731	R 402 269	Record of selected tools using brand DNA
S/O 5.5			Video / image library	Library development	Number of images	50	10	10	ACHIEVED	-	-	R 20 000	R -	R 20 000	Image portfolio with dates
S/O 5.6			Information kiosks	Kiosk application	Installed kiosks by number	6	NA	3	ACHIEVED	-	Caught up from Q2 Not Achieved	Capital			Record of Installed kiosks
S/O 5.9			Free media exposure	Talking tourism / Tourism 360	Number of articles	45	10	25	ACHIEVED	-	-	Operational			Physical Clippings / Extracts / Articles
S/O5.10			Ad hoc media releases	Media releases	Number of media releases submitted	64	19	12	NOT ACHIEVED	New Marketing appointment made - focus on the info in the new SE Route Guide	Will catch the KPI up by 30 June 2017	Operational			Copy of release with date / Emailed out to database
S/O 5.11			Free TV exposure – generic and niche	TV	Number of broadcasts	8	2	5	ACHIEVED	-	-	Operational			Confirmation / Notification schedule
S/O 5.12			Radio exposure – generic and niche	Radio	Number of broadcasts	12	1	2	ACHIEVED	-	-	link 5.17			Confirmation-Email communication / Notification schedule
S/O 5.13			Local community radio – multi lingual	Community radio	Number of campaigns broadcast	12	3	3	ACHIEVED	-	-	R 63 000	R 34 125	R 28 875	Confirmation / Notification schedule
S/O5.14			Domestic market	Print and online media	Number of inserts	37	10	10	ACHIEVED	-	-	R 1 168 850	R 695 203	R 473 646	Publication
S/O 5.15			Overseas market & International media exposure	Print and online media	Number of inserts	13	3	3	ACHIEVED	-	-				Publication
S/O 5.16			Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	8	2	4	ACHIEVED	-		R 105 000	R 6 447	R 98 553	Photograph and supplier confirmation of installation
S/O5.18			Tourism Consumer, Trade, Niche Mass Participation Events	Participation at events	Number of events	17	8	8	ACHIEVED	-	-	R 623 453	R 366 390	R 257 063	Participation report

S/O #	KPA	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2017	TARGET	ACTUAL	Progress, Challenges & Remedial			ANNUAL BUDGET	Budget spent	Remaining budget	PORTFOLIO OF EVIDENCE
									Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame				
S/O5.20	Local Economic Developm	LED 12	National / Regional Media	Trip facilitation	Number of trips	8	2	0	NOT ACHIEVED	Media could not commit to dates, so the trip was postponed	The year to date target has been met	R 180 000	R 62 351	R 117 649	Participation report / Email correspondence
S/O5.21			International Media	Trip facilitation	Number of trips	2	1	0	NOT ACHIEVED	Media could not commit to dates, so the trip was postponed	The year to date target has been met				Participation report / Email correspondence
S/O5.22			Tour Operators / Wholesalers	Trip facilitation	Number of trips	4	1	1	ACHIEVED	-	-				Participation report / Email correspondence
S/O5.23			Member Newsletters	Newsletters	Number of releases	4	1	1	ACHIEVED	-	-	Operational			Copy of Newsletter and Email instruction
S/O5.24			Member News flashes	News Flashes	Number of releases	20	5	7	ACHIEVED	-	-	Operational			Copy of News flash and Email instruction
S/O5.25			Distribution of CEO letters to members	CEO communication	Number of releases	4	1	1	ACHIEVED	-	-	Operational			Copy of CEO letter and Email instruction
S/O5.26			Distribution of Tourism Trade Newsletters	Tourism trade	Number of releases	4	1	0	NOT ACHIEVED	Due to GM being in Cape Town, there was a delay in the release of the Newsletter - which was sent 03.04.2017	Sent 03.04.2017	Operational			Copy of Trade letter and Email instruction
S/O5.27			Sponsorships	Sponsorship Agreements	Number of sponsorship agreements	1	1	0	NOT ACHIEVED	The negotiation is completed, signatory to the sponsorship has not been available to sign	Pending Cemair Signing of Contract	R 45 000	R -	R 45 000	Physical document
S/O5.28			Summer Season Performance	Research Report	Report by deadline	31-Mar-17	31-Mar-17	02-Feb-17	ACHIEVED	-	-	R 150 000	R -	R 150 000	Report tabled at Board and submission date
S/O5.29			Visitor Perception Study (Consumer Survey)	Research Report: Event performance - LED and Visitor Perception Study	Report by deadline	End Dec 2016 and End June 2017	NA	23-Mar-17	Achieved	-	This is an early activation for Q4 target				Report tabled at Board and submission date
S/O5.30			Seasonal Status Quo Snapshots	Snapshot Reports	Number of snap shot reports	4	1	1	ACHIEVED	-	-				Snapshot reports

Strategic Objective #6: Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Growth Volume

S/O #	KPA	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2017	TARGET	ACTUAL	Progress, Challenges & Remedial			ANNUAL BUDGET	Budget spent	Remaining budget	PORTFOLIO OF EVIDENCE	
									Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame					
S/O6.1	Local Economic Development	LED 12	In Season Events	Event support	Number of seasonal campaigns	4	1	1	ACHIEVED	-	-	R 474 965	R 310 851	R 164 114	Co-ordinator Closeout report	
S/O6.2			Assistance to ad hoc events	Ad hoc events	Number of events supported	4	1	1	ACHIEVED	-	-	R 640 000	R 82 000	R 558 000	Closeout report	
S/O6.3			Internationally oriented events	Individual events support	Number of events	4	1	2	ACHIEVED	-	-	R 6 300 000	R 1 843 036	R 4 456 964	Closeout report	
S/O6.4			South African oriented events	Individual events support	Number of events	6	2	1	NOT ACHIEVED	None	Year to date target met in Q2	R 490 000	R 158 000	R 332 000	Closeout report	
S/O6.5			Ugu district oriented events	Individual events support	Number of events	6	1	1	ACHIEVED	-	-	R 329 785	R 248 285	R 81 500	Area Committee minutes and / or Closeout report	
S/O6.6			Developmental events support	Ad hoc support	Number of events supported	10	3	3	ACHIEVED	-	-	R 799 187	R 355 571	R 443 616	Closeout report	
Strategic Objective # 7: Establish and Sustain Stakeholder Communications																
S/O 7.1	Good Governance and Public Participation	LED 12	Hosting of Board Meetings between DM and LM officials and the private sector	Board Meetings	Number of meetings	6	2	3	ACHIEVED	-	-	Operational			Minutes	
S/O 7.3			CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6	1	1	ACHIEVED	-	-	Operational			Minutes	
S/O 7.6			Operational management meetings	In-year monitoring of ops and prospects of referral to Board	Number of meetings	6	1	1	ACHIEVED	-	-	Operational			Operation notes and presentations / minutes	
S/O 7.7			Ugu DM Development Agency Meetings	Inter entity cohesion	Number of meetings											
S/O 7.8			CEO Tourism Presentations To DM and LM Councils	Cohesion with political principals	Number of meetings	5	NA	2	ACHIEVED	Need to secure a date to present to Umzumbe Council	Caught up from Q2 Not Achieved	Operational			DM & LM Agendas and presentations	
S/O 7.9			DM / LM officials engagement	Inter institutional cohesion	Number of engagements	28	7	9	ACHIEVED	-	-	Operational			Contact record	
S/O 7.10			Provincial / DM / LM LED & IDP Forum meetings	Inter-sectoral cohesion	Number of meetings	8	2	8	ACHIEVED	-	-	Operational			Attendance register / Contact record	
S/O 7.11			VIC Visitation	Head office / VIC ops cohesion	Number of visits	120	30	37	ACHIEVED	-	-	Operational			Contact record	
S/O 7.12			New member prospects	Membership recruitment	Number of calls on prospective members	120	30	30	ACHIEVED	-	-	Operational			Call log	
S/O 7.13			Direct Calls to existing members	Member satisfaction and relations	Number of calls	150	30	37	ACHIEVED	-	-	Operational			Call log	
S/O 7.14			Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	50	12	12	ACHIEVED	-	-	Operational			New members list	

S/O #	KPA	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2017	TARGET	ACTUAL	Progress, Challenges & Remedial			ANNUAL BUDGET	Budget spent	Remaining budget	PORTFOLIO OF EVIDENCE
									Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame				
Strategic Objective #8 : Ensure Effective Awareness of Sociao-Economic Conditions through Tourism															
S/O 8.1.2	Good Governance and Public Participation	LED 12	District wide programmes	TAP implementation	Number of TAP implementation reports by deadline 30 June	4	1	2	ACHIEVED	-	-	Operational			Report and proof of submission date
S/O 8.2			District wide programmes	Schools information Sessions	Number of school sessions in LMs	24	6	6	ACHIEVED	-	-	Operational			Record of Presentations / Principal sign-off
S/O 8.3			District wide programmes	Updated presentations to prospective tourism practitioners	Number of presentations	6	2	1	NOT ACHIEVED	None	Year to date target met in Q2	R 80 000	R 16 900	R 63 100	Record of Presentations / Attendance registers
S/O 8.4			District wide programmes	School and/or tertiary tours within the South Coast	Number of tours	6	NA	2	ACHIEVED	-	Q4 early achievement of project	R 240 000	R 92 805	R 147 195	Record of tours / Attendance registers
Strategic Objective #9: Capacitate People for Sustaining Livelihoods Through Tourism															
S/O 9.1	Local Economic Development	LED 12	Emergent tourism practitioners	Mentorship and skills development	Number of training events	6	2	2	ACHIEVED	-	-	R 234 250	R 102 091	R 132 159	Record of Engagement
S/O 9.2			Emergent businesses	Emerging enterprise participation at events - facilitation	Number of events	3	1	1	ACHIEVED	-	-				Record of promotion
S/O 9.3			Graduates for the tourism sector	Mentorship / placement of graduates	Number of graduates listed for placement	75	15	25	ACHIEVED	-	-	R 320 000	R 195 666	R 124 334	Record of Mentorship/Placement capability
Strategic Objective #10: Ensure participation in tourism management and ownership of tourism products by local communities															
S/O 10.2	Good Governance and Public Participation	LED 12	Emergent products and services (mainly hinterland) within each LM	Feasibility/ viability template utilisation	Number of templates completed	12	3	3	ACHIEVED	-	-	Operational			Hard copies of template completed
Strategic Objective #11: Develop unique and sustainable tourism products and events															
S/O 11.2	Development		Roll Out Phases for 11.1 above	Individual product support	Number of products	4	1	2	ACHIEVED	-	-	R 500 000	R 500 000	R -	Quartely report on Product
S/O 11.3			Product development	KwaXolo Caves	Number of progress reports to Board	4	1	2	ACHIEVED	-	-	R 1 000 000	R 1 000 000	R -	Quarterly reports
S/O 11.4			Product development	Ntelezi Msani Heritage Project	Number of progress reports to Board	4	1	2	ACHIEVED	-	-	R 100 000	R 8 862	R 91 138	Quarterly reports

S/O #	KPA	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	ADJUSTED ANNUAL TARGET: 30 June 2017	TARGET	ACTUAL	Progress, Challenges & Remedial			ANNUAL BUDGET	Budget spent	Remaining budget	PORTFOLIO OF EVIDENCE
									Achieved / Not Achieved	Blockages & Challenges	Corrective measures & Revised Time Frame				
S/O 11.5	Local Economic Dev	LED 12	Product Development	Big 5 (Emaweni)	Completed	N/A									
S/O 11.6			Product Development	New Projects Identified	Number of New Projects report submitted to Board	4	1	0	NOT ACHIEVED	No new projects identified	Will catch up in Q4/ New GM Development appointed	R 200 500	R 8 500	R 192 000	Quarterly reports
S/O 11.7			Development Events	Responses to requests for support	Percentage of ad hoc requests that are supported that meet the criteria	80%	80%	100%	ACHIEVED	-	-	Operational			Quarterly reports
Strategic Objective #12: Ensure that DM/LM coastal management / development projects are activated															
Strategic Objective #13 Create an enabling environment for tourism investment															
S/O 13.1	Good Governance and Public Participation	LED 12	Partnership with Development Agency	Portfolio of Desired Tourism Investment Initiatives / Projects	2013/2014	Target removed									
S/O 13.2			Partnership with Development Agency	Investment prospectus	As per number and prospectus date										
S/O 13.3			Partnership with Development Agency	Tourism sector support to Development Agency	Percentage of ad hoc requests for input that are met										
Strategic Objective #14: Ensure that tourism support infrastructure is adequately provided and/or maintained															
S/O 14.1	Local Economic Development	LED 12	Partnership with stakeholders	Tourism support infrastructure	Percentage of ad hoc requests for tourism support infrastructure that are taken to conclusion	80%	80%	100%	ACHIEVED	-	-	Operational			Record of requests and facilitation assistance