UGU SOUTH COAST DEVELOPMENT AGENCY ANNUAL PERFORMANCE PLAN - 2019/2020 ANNUAL PERFORMANCE PLAN Six roles that a DDA should play:

- 1. Lead market development
- 2. Mobilise the private sector
- 3. Ensure strategic partnerships
- 4. Leverage financial resources for economic development in the district
- 5. Bring focus and resources together to deliver (co-ordination)
- 6. Implement

Key Performance Areas (KPAs) in Local Government: Municipal Planning and Performance Management Regulations (2001):

- 1 Municipal Transformation and Organisational Development
- 2 Infrastructure Development and Basic Service Delivery
- 3 Local Economic Development (LED)
- 4 Municipal Financial Viability and Management
- 5 Good Governance and Public Participation

Each Strategic Objective must be informed by (linked to) one of these KPAs

They must also be linked to the Parent Municipalities OPMS

| S/O# | National | UguDM | PROGRAMME | PROJECT | KPI | | | | Quarter | 3 | | ANNUAL BUDGET | Г РОЕ | INTERNAL AUDIT |
|--------|----------|---------|--------------------------------|---|--|----------------------------------|-------------------------------|--------|----------------------------|--|--|---------------|--|--|
| | КРА# | IDP Ref | | | | ANNUAL TARGET | TARGET | ACTUAL | ACHIEVED / NOT ACHIEVED | CHALLENGES | CORRECTIVE MEASURE | | | COMMENTS |
| SO 1 | | | Institutional Complian | nce: To ensure that USCD/ | A 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 | 0 | Not Achieved | Committee meetings postponed during the lockdown | Review of policies to be considered at the virtual meetings in Q4 | Operational | Copy of approved policy by March 2020 | Not achieved |
| 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% | Achieved | None | None | | | Not Achieved From the corrective action plan submitted, there are audit queries with a status of Not resolved and In progress |
| SO 1.4 | 4 | 3.7 | Management System | Quarterly Peformance Reports to the Board Chairperson | Quarterly performance appraisals of CEO | 4 | 1 | 1 | Achieved | None | N/A | | Reports submitted to the Chairperson of the board by the CEO | |
| SO 1.5 | 4 | 3.7 | Municipal Entity Website | Legislated SCM notices publication | Percentage of notifications uploaded | 100% | 100% | 100% | Not Achieved | The website has crashed | A process has been initiated to ensure that a new website is developed by the end of Q4. | | Screen shot of updates | Not Achieved |
| 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 | Achieved | None | N/A | | Reports & Proof of submission to CEO | • |

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|---------|----------|---------|-----------------------------|---|--|-----------------------|-------------------|---|----------------------------|---|---|---------------|--|----------------------------------|
| | КРА# | IDP Ref | | | | ANNUAL TARGET | TARGET | ACTUAL | ACHIEVED / NOT ACHIEVED | CHALLENGES | CORRECTIVE MEASURE | | | COMMENTS |
| 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 | Achieved | None | N/A | Operational | Reports & Proof of submission to parent | ~ |
| SO 1.8 | 4 | 3.7 | PMS Reporting | Quarterly performance report production | Quarterly reports | 4 | 1 | 1 | Achieved | None | N/A | Operational | Reports & Proof of submission to parent | • |
| SO 1.9 | 4 | 3.7 | Financial Planning | Mid-year adjusted budget review | Board resolution by 15/01/20 | 15/01/2020 | 15/01/2020 | Mid-year adjustment budget reveiwed | Achieved | None | N/A | Operational | Board Resolution adopting the MYR | • |
| SO 1.10 | | | fiancial Planning | Mid-year adjusted budget review | Submission to Ugu by 20/01/2020 | 20/01/2020 | 20/01/2020 | Mid-year adjustment budget reveiwed | Achieved | None | N/A | Operational | 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% | Achieved | None | N/A | Operational | Board Reports | , |
| SO 1.17 | 4 | 3.7 | MSCOA Implementation | Actively participate in MSCOA steering committee | Compliance with MSCOA targets | 4 | 1 | 1 | Achieved | None | N/A | | Progress reports submitted to Corporate Services Committee. | Not Achieved No POE submitted |
| SO 2 | | | Financial Sustainabiit | y: To ensure that the USD | l A is financial sustainable a | and viable | | | | | | Operational | | |
| SO 2.1 | | 3.7 | Financial sustainability | Fundraising | Funds raised as a result of resource mobilization | R5m | R2m | 0 | Not Achieved | No positive responses have been received | Continue with the fundraising efforts. Confirmation of funds to be followed up in Q4. | Operational | Proof of committed funds e.g. SLA, | Not Achieved |
| SO 2.2 | | 3.7 | Financial sustainability | Charging of fees on concluded agreements/services renddered | Revenue earned by agency on services or agreement concluded | R150 000.00 | R60 000 | 0 | Not Achieved | No positive responses have been received | Continue with the fundraising efforts. Confirmation of funds to be followed up in Q4. | Operational | Bank statements confirming payment into USCDA account | Not Achieved |
| SO 3 | | | Capacity Building: To | Capacitate USCDA to deliv | er and implement its core | functions efficiently | y and effectively | | | | | | | |
| SO 4 | | | | | | | | | | | _ | | | |

| S/O# | National | UguDM | PROGRAMME | PROJECT | КРІ | ANNUAL TARGET | | | Quarter 3 | 3 | | ANNUAL BUDGET | T POE | INTERNAL AUDIT |
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| | KPA# | IDP Ref | | | | | TARGET | ACTUAL | ACHIEVED / NOT ACHIEVED | CHALLENGES | CORRECTIVE MEASURE | | | COMMENTS |
| SO 4.1 | 1 | 3.7 | Corporate Identity | Update USCDA website and maintainance | 12 updates to websites | 12 | 3 | 0 | Not Achieved | The website has crashed | A process has been initiated to ensure that a new website is developed by the end of Q4. | | Screen Shot of the updated website | Not Achieved |
| 50 F | | | | | | | | | | | | Operational | | |
| SO 5 SO 5.1 | 3 | | | | and development of the L tion Strategy for the Ugu D | | (030 | | | | | | | |
| SO 5.1.1 | 3 | 3.7.9 | Investment promotion | Distribution of digital brochures and leaflets | Leafelts and brochures sent to all SA embassies | 1 | 1 | 0 | Not Achieved | Procurement delayed at SCM due to the lockdown | Proceed with the procurement immidiately there is a movement to a level of lockdown where this procurement is allowed | Operational | Copy of the digital brochure | Not Achieved |
| SO 5.1.2 | 3 | 3.7.9 | Investment promotion | Attend exhibitions and seminars conferences for exposure and marketing the agency | Number of exhibitions | 2 | 1 | 0 | Not Achieved | No exhibitions or seminars were organised for the period, including lockdown | Attend to exhibitions as soon as they are allowed and consider alternatives for the hosting/attending of such exhibitions | Operational | Attendance register Report on outcomes of the exhibition attended | Not Achieved |
| SO 5.1.5 | 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 - EDTEA & TIKZN | 1 | 1 | N/A | Achieved in Q1 | N/A | N/A | Operational | Confirmation of receipt by Ugu by 20 January 2019 Conference deliverables presented to the Board | • |
| SO 5.2 | 3 | | Implement the Grow | th and Development Strate | egy of the Ugu District - Vis | ion 2030 | | | | | | | | |
| SO 5.2.1 | 3 | 3.7.9 | GDS | Coordinating the sitting of Focus Groups | Number of Focus Group meetings and action plans submitted | 30 | 10 | 0 | Not Achieved | Scheduled meetings could not sit due to COVID-19 restrictions | Convene meetings going into the future virtually in Q4 and going forward | Operation | Reports on implementation by each Focus Group. Progress reports on issues raised by each of the 10 FGs | Not Achieved |

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| | KPA# | IDP Ref | | | | | TARGET | ACTUAL | ACHIEVED / NOT ACHIEVED | CHALLENGES | CORRECTIVE MEASURE | | | COMMENTS |
| SO 6 | | | | tribution of agriculture to t | he local economy | | | | | | | | | |
| SO 6.1.1 | | | Agricultural Develops Agrarian revolution | Number of hectares of fallow fields cultivated with niche crops e.g. Macademia | Number of hectares cultivated | 10 | 5 | 5 | Achieved | N/A | N/A | Operational | Number of hectares cultivated or progress report | • |
| SO 6.1.2 | | | Agrarian revolution | Support community gardens and schemes for market linkage | Number of farmers supported | 40 | 15 | 15 | Achieved | N/A | N/A | R - | Proof of support and assistance with markets for produce | ~ |
| SO 6.1.4 | 3 | | Agriculture | Secure funding or receive written commitment from stakeholders | Number of agricultural projects supported with external funding | 8 | 2 | 0 | Not Achieved | Delay/ No response on funding application submitted to sector departments and funding agencies | Further identify new funding agencies and continue to submit application in Q4 | R - | Written commitments of support from stakeholders on agricultural projects/ proof of funding secured | Not Achieved |
| SO 6.2 | | | Agricultural Value Ch | ain Development | | | | | | | | | L | |
| 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 | | Not Achieved | Timber related companies are relactant to make commitments to small growers | Continue and forward request and applications for the assistance and consideration on future planned programmes in Q4 | Operational | Proof of linkages created | Not Achieved |
| SO 6.2.3 | | | Agro-processing | Identify and link agro- processors with value chain development initiatives for crop producers | Number of initiatives identified | 4 | 1 | 1 | Achieved | N/A | N/A | R - | Proof of linkages created | • |
| SO 7 | | | Property Developme | nt: To forge Public Private | ı <mark>Partnerships (PPPs) to giv</mark> | e effect to economi | c development on S | State, Ingonya | ma Trust and land | owned by the private | sector | | | <u>I</u> |
| SO 7.1 | | | Facilitate the implem | entation of the high impac | t projects | | | | | | | | | |
| 55 7.1 | | | racintate the implem | entation of the man impac | e projects | | | | | | | | | |

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| SO 7.1.1 | | | Hinterland Property Development | Murchison Mixed Use Facilitating a lease with Ingonyama for local business people / developers | Facilitate signing of the lease with Ingonyama board Date lease concluded | 1 signed lease by March 2020 | 1 signed lease by 30 March 2020 | 0 | Not Achieved | Hinterland development not achieved as lease with ITB is outstanding. CEO facilitating | Continue with the facilitation of the signing of the lease by Q4 | Operational | Signed lease with Ingonyama Board | Not Achieved |
| SO 7.1.8 | | | Property Development | Appoint a developer for at least 1 property in Umdoni | Developer appointed | Implementation commences | | | Not Achieved | Coastal property development not achieved due to a directive from National Public Works halting appointment of developers. | Matter raised as a priority areas COVID-9 Recovery and RNM MM dealing with the DG | | Signed agreement and Project Execution Plan | Not Achieved |
| SO 7.2 | | | Implement property of | levelopment opportunitie | es | | | | | | | | | |
| SO 7.2.2 | | | John Mason Park | Finalise the land agreement with RNM and Public Works Lease signed between RNM & USCDA | Signed land agreement | 1 | 1 | 0 | Not Achieved | Lease only finalized end March and USCDA finalizing lease with developers | s | Operational | signed land agreement | Not Achieved |
| SO 7.2.5 | | | John Mason Park | Conclude lease with the developer | Date lease concluded | Lease agreement concluded -March 2020 | Lease agreement concluded -March 2020 | 0 | Not Achieved | Lease not yet signed due to the delays with the parent lease | signing of the head | Operational | Signed lease and Project Execution Plan | Not Achieved |
| SO 7.2.8 | | | Commencement with implementation of HMUD | lodgement of planning applications for approval | Date application lodged | | | | Not Achieved | HMU not achieved as RNM Estates could not get a go ahead from RNM Town Planning. | Committment received to finalize the matter in June | | Proof of lodgement of applications with relevant authorities | Not Achieved |
| SO 8 | | | Marine: To promote e | conomic development wi | thin coastal and riverine zo | ones | | | | | | | | |
| SO 8.1 | 3 | | Implement maritime t | | | | | | | | | | | |
| SO9 | 3 | | | jects within the Ugu Distr | | | | | | | | | | |
| SO 10 | 3 | | Renewable Energy: To | identify, attract, support | or assist renewable energ | y initiatives within | the district | | | | | | | |

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| SO 10.1 | | | - | ' ' | Quarterly progress reports at the Projects Development Committee | 4 | 1 | 0 | | | Follow up with Ethala to be provided with the report for Q3 and Q4 by the end of Q4. | Operational | Copy of quarterly report on progress with implementation submitted to Projects Development Committee | Not Achieved |