Ugu - SOuth Coast Tourism (Pty) Ltd
Quarter 3 Performance report 2019 / 2020

UGU SOUTH COAST TOURISM ANNUAL ORGANISATIONAL SCORECARD 2019-2020

KEY PERFORMANCE AREA 01: DESTINATION MARKETING

PROGRAM	USCT PROJECT REF	PROJECT	SUB-PROJECT REF.	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ADJUSTED BUDGET	TARGET:Q3	Q3 : Cumulative Targets	Q3 : Cumulative Actual	Q Cumulative : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS Q3
Marketing & Communication	**1.1.1**	**Brand Positioning**	**1.1.1.1**	Quarterly Brand Tracking Report	Number of Brand Tracking reports indicating Free Exposure Instances	R820 986	1	3	3	ACHIEVED	-	-	-	Quarterly Brand Tracking Report with Evidence of Free Exposure Instances	✔
			1.1.1.2	Three (3) themed seasonal campaigns held during 2019-2020.	Number of themed seasonal campaigns	R785 740	0	2	3	ACHIEVED	-	-	-	Campaign Reports: June-July Sardine Season Report, Spring-Summer Report, Easter Season Report	N/A
			1.1.1.3	Free exposure instance profiling Port Shepstone as a business hub.	Number	R0	1	1	1	ACHIEVED	-	-	-	Meetings Africa and Brand Tracking Report with evidence of Free exposure.	✔
			1.1.1.4	24 published articles/inserts in the local newspapers and national publications or platforms.	Number of Inserts Published.	R0	6	18	19	ACHIEVED	-	-	-	Published Newspaper Inserts & Quarterly Brand Tracking Report	✔
			1.1.1.5	Packages, including rural/agri-tour packages, showcased on USCT website during 2019-2020.	Minimum Number of tour packages on website.	R0	0	10	5	NOT ACHIEVED			20 June 2020	Screenshot Evidence of Tour Packages offered	N/A
				Speed marketing workshops participated in during 2019-202.	Number of Workshops	R9 500	1	2	2	ACHIEVED	-	-	-	Report submitted supporting registers/ agendas and or programmes.	✔

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			1.1.1.6	MICE Leads Generated during 2019-2020.	Number of MICE Leads Generated	R5 432	1	1	0	NOT ACHIEVED	Due to Cashflow challenges, the Tender was awarded however implimentation pending	As soon as cashflow improves, the service provider will begin with Leads	Undertermind due to Cash Flow & COVID 19 restrictions	Evidence of Mice leads generated.	Not Achieved
				-Film Industry Promotions published	Number of Promotions	R0	1	3	3	ACHIEVED	-	-	-	Evidence of Promotions & Quarterly brand tracking report	✔
				Free exposure instances promoting golf tourism.	Number of Brand Tracking reports indicating Free Exposure Instances	R50 000	1	2	2	ACHIEVED	-	-	-	Quarterly Brand Tracking Report with evidence of free exposure instances	✔
				Free exposure instance promoting agri/rural tourism.	Number of Brand Tracking reports indicating Free Exposure Instances	R0	1	1	0	NOT ACHIEVED	Target not met due to Cashflow & Budget constraints	Pending cash flow improvements	Undertermind due to Cash Flow & COVID 19 restrictions	Quarterly Brand Tracking Report with evidence of free exposure instances	Not Achieved
				Free exposure instance promoting religious tourism.	Number of Brand Tracking reports indicating Free Exposure Instances	R0	1	1	1	ACHIEVED	-	-	-	Quarterly Brand Tracking Report with evidence of free exposure instances	✔
				Diving experience promotions	Number of Promotions	R0	1	1	1	ACHIEVED	-	-	-	Evidence of Promotions & Quarterly brand tracking report	✔
	1.1.2	**Public Relations**	**1.1.2.1**	Beach activations staged during 2019-2020.	Number of Beach Activations Staged.	R536 200	1	3	3	ACHIEVED	-	-	-	Quarterly Report & Evidence	✔

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				Hinterland activations staged during 2019-2020.	Number of Hinterland Activations Staged.	R550 200	1	3	3	ACHIEVED	-	-	-	Quarterly Report & Evidence	✔
			1.1.2.2	UGU Jazz Festival exposure instances through public relations activities during 2019-2020.	Number of Brand Tracking reports indicating Free Exposure Instances	R50 000	0	0	0	ACHIEVED	-	-	-	Quarterly Brand Tracking Reports	N/A
				UGU Film Festival exposure instances through public relations activities during 2019-2020.	Number of Brand Tracking reports indicating Free Exposure Instances	R50 000	1	2	2	ACHIEVED	-	-	-	Quarterly Brand Tracking Reports	✔
				Bike Festival exposure instances through public relations activities during 2019-2020.	Number of Brand Tracking reports indicating Free Exposure Instances	R50 000	1	2	2	ACHIEVED	-	-	-	Quarterly Brand Tracking Reports	✔
				MTB exposure instances through public relations activities during 2019-2020.	Number of Brand Tracking reports indicating Free Exposure Instances	R50 000	0	2	2	ACHIEVED	-	-	-	Quarterly Brand Tracking Reports	N/A
				Ukuvukile Gospel Festival exposure instances through public relations activities during 2019-2020.	Number of Brand Tracking reports indicating Free Exposure Instances	R50 000	1	1	0	NOT ACHIEVED	Due to COVID 19, event cancelled and PR not circulated	None	None, as no events can take place due to COVID 19 pandemic	Quarterly Brand Tracking Reports	Not Achieved
	1.1.3	**Trade Shows and Exhibitions**	**1.1.3.1**	Domestic exhibitions and trade shows as per annual plan/calendar participated in during 2019-2020.	Number of exhibitions/trade shows as per plan.	R603 545	4	8	7	NOT ACHIEVED				Evidence of Participation, Report, Programmes, Attendance register	✔
				Show stand acquisition completed	By date	R0	0	0	0	-	-	-	-	Confirmation email & evidence to support acquisition	N/A

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			1.1.3.2	Royal Show Participated in during 2019-2020 in quarter four.	By date	R75 640	0	0	0	ACHIEVED	-	-	-	Quarterly Report & Evidence	N/A
			1.1.3.3	Representation Achieved at International market platforms	Number	R0	1	1	1	ACHIEVED	-	-	-	Report with evidence	✔
	1.1.4	Visitor Information Services	1.1.4.1	Effectively managed and consistantly branded VIC's	1 VIC Report by date	R0	0	0	0	ACHIEVED	-	-	-	Report with Evidence	N/A
				Scottburgh VIC location identified by 30 October 2019.	By Date	R0	0	30-Oct-19		NOT ACHIEVED	We have not been able to find an alternative site for a reasonable price	Only if an alternative space is found, will we be able to relocate	20-Jun-20	Report with Evidence	N/A
			1.1.4.2	Southern Explorers produced and distributed	Number	R80 432	0	5000	5000	ACHIEVED	-	-	-	Publication by date (confirmation email) & delivery note signed by distributors.	N/A
			1.1.4.3	Trade and media trips hosted during 2019-2020.	Number of trips hosted	R158 786	4	6	8	ACHIEVED	-	-	-	Quarterly Brand Tracking Report as well as Itenary, Register and Email correspondance	✔
	1.1.5	E-Marketing Platforms	1.1.5.1	Quarterly Content (New and Maintenance) Plans 100% implemented.	% Plan Implemented	R599 131	100%	100%	100%	ACHIEVED	-	-	-	Quarterly Digital Reports	✔
			1.1.5.2	Quarterly Monitoring and Trend analysis reports completed.	Number of Reports		1	3	3	ACHIEVED	-	-	-	Quarterly Digital Reports	✔
	1.1.6	Marketing Material	1.1.6.1	Branding Material Produced as per Revised Brand Manual and Budget for 2019-2020.	% of budget	R238 000	50%	75%	32%	NOT ACHIEVED	Cash flow	Municipalities to transfer grant funding to enable USCT to deliver	20-Jun-20	Expenditure Report & Evidence of Materials	Not Achieved

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			1.1.6.2	Promotional Material and Collateral Produced as per revised Brand Manual and Budget.	% of budget	R241 475	50%	75%	53%	NOT ACHIEVED	Cash flow	Municipalities to transfer grant funding to enable USCT to deliver	20-Jun-20	Expenditure Report & Evidence of Materials	✔
			1.1.6.3	SC Experience, Accommodation , Routes, Niche products-produced.	By Date	R200 000	-	30 December 2019.	30 July 2019.	ACHIEVED	-	-	-	Evidence of SC information produced and available by date	N/A
				Meeting Planner Guide produced	By Date	R100 000	-	-	-	-	-	-	-	Meeting Planner Guide produced by date	N/A
				Updated Event Calendar on destination Website.	By date	R0	20 March 2020.	20 March 2020.	23 March 2020.	NOT ACHIEVED	Screenshot taken late	Better timing	23 March 2020.	Screenshot Evidence of updated event calendar on website.	Not Achieved
				Tourism Investment Prospectus produced by end of Quarter One 2019-2020.	By date	R0	0	30-Sep-19	30-Sep-19	ACHIEVED	-	-	-	Tourism Investment Prospectus by date	N/A
				Film Prospectus produced by end of quarter four 2019-2020.	By Date	R0	0	0	0	0	-	-	-	Film Prospectus by date	N/A
				High Quality Marketing Images Sourced	By Date	R58 158	0	0	0	ACHIEVED	-	-	-	Image Library by date	N/A
	1.1.7	**Brand Tracking**	**1.1.7.1**	Quarterly Brand Tracking Reports Submitted for quarterly consideration during 2019-202.	Number of Reports	R83 147	1	3	3	ACHIEVED	-	-	-	Quarterly Brand Tracking Reports	✔

KEY PERFORMANCE AREA 2: TOURISM DEVELOPMENT AND TRANSFORMATION

PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted Annual target	ADJUSTED BUDGET : ANNUAL	TARGET:Q3	Cumulative TARGET:Q3	Cumulative Actual : Q3	Quarterly target : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS: Q3
Tourism Nodes	To facilitate, support and extend geographical spread of tourists; ensure availability of services; develop tourist routes and identify activities to ensure diversification of destination offering within nodes so as to enable tourism investments.	**2.1.1.1**	Nodal Checklist Approved by 30 September 2019.	Date of Approval	**30-Sep-19**	R0	-	30 September 2019.		NOT ACHIEVED	This was overtaken by the Speed of development at KwaNzimakwe with the result of the launch of 3 November 2019		Quarter 4	Approved Checklist	N/A
			Progress from baseline of checklist status in all 6 nodes. (Improved achievement of criteria) to a minimum of 30% in all 6 Nodes.	Percentage of checklist criteria achieved	**30% minimum checklist achievement in all 6 nodes.**	R0	30%	30%		NOT ACHIEVED				Quarterly Nodal Development Reports	Actual not documented If Not Achieved, indicate the blockages & corrective measures
			Umuziwabantu Municipality Scoping report	Report by date	**-**	R0	-	30 September 2019.	30 August 2019.	ACHIEVED				Scoping report by date	N/A
			Business Plan : Umuziwabantu	Business plan by date	**20 June 2020.**	R160 000	-	-	-	-				Business Plan completed by date	N/A
			Maidens Ceremony	Close out report	**1**	R50 000	-	1	1	ACHIEVED				Closeout report received	N/A
			Umzumbe Scoping report	Report by date	**30-Sep-19**	R63 350	-	30 September 2019.	11 July 2019.	ACHIEVED				Scoping report by date	N/A
			KwaXolo Caves Project Assessment report	Report by date	**30-Sep-19**	R180 000	-	30 September 2019.	0.00	NOT ACHIEVED	USCDA was not ready for USCT to do what was expected. Therefore recommended that the facility was not ready for us to start working on it.	0.00	No Time	Dated Assessment report	N/A
			Implementation of KwaXolo Caves Project Recommendations with 50% achievement of milestones recommended	Percentage : 50%	**50%**		-	-	-	-	-	-		Report on the implementation of the KwaXolo Caves project recommendations showing milestones achieved.	N/A
			KwaNzimakwe Project Assessment report and Approved	Report by date	**30 September 2019.**	R225 798	-	30 September 2019.	21 August 2019.	ACHIEVED				Dated Assessment report	N/A
			Business Plan development: KwaNzimakwe Business Plan	Business plan by date	**17 February 2020.**		17 February 2020.	17 February 2020.	-	NOT ACHIEVED	Service provider could not be appointed due to financial challenges	Grant funding to be paid to the Enitity by the Municipalities	Quarter 4	Business Plan completed by date	Not Achieved
			Business Plan Submission to Funders : KwaNzimakwe	Number	**3**		1	1	0	NOT ACHIEVED	Due to BP not being completed due to financial challenges	Possible with improved finances	Quarter 4	Evidence of Business Plan presentation to funders.	Not Achieved

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			Nyandazulu WATERFALL Project Assessment report and Approved end of Quarter 1	Report by date	**30 September 2019.**	R27 150	-	30 September 2019.	2 August 2019.	ACHIEVED				Assessment report by date	N/A
			KwaNdwalane Scoping report	Report by date	**30 September 2019.**	R0	-	30 September 2019.	-	NOT ACHIEVED	The target date was reset for 20 June 2020	None	20 June 2020.	Scoping report by date	N/A
			Umdoni Scoping report end of Quarter 1	Report by date	**30 September 2019.**	R0	-	30 September 2019.	30 August 2019.	ACHIEVED				Scoping report by date	N/A
			Business Plan development: Umdoni	Business plan by date	**20 June 2020.**	R190 000	-	-	-	-				Business Plan completed by date	N/A
		2.1.1.2	KwaNyuswa Scoping Report Completed end of Quarter 1	Milestone by Date	**-**	R0	Annual Target Removed / Changed and included in the Umuziwabantu Extended Scope 2.1.1.1							Approved Scoping Report	Target removed
			Dududu Scoping Report Completed by 30 August 2019	Milestone by Date	**SCOPING REPORT COMPLETED**	R0	-	Scoping Report Completed by 30 August 2019	Scoping report completed 18 September 2019	NOT ACHIEVED	-	-	Inidcator completed but not by Target date.	Approved Scoping Report	N/A
			Execution Rock (KwaQiko) Scoping Report completed by 30 September 2019	% Planned Milestones Achieved	**SCOPING REPORT COMPLETED**	R0	Annual Target Removed / Changed and to be included in the Umdoni Business Plan							Approved Scoping Report	Target removed
		2.1.1.3	Agri-tourism Scoping Report Completed and approved	Milestone by Date	**SCOPING REPORT COMPLETED**	R0	-	Scoping Report Completed by 30 August 2019	-	NOT ACHIEVED	The target date was reset for 20 June 2020	None	20 June 2020.	Approved Scoping Report	N/A
			Agri-tourism Business Plan and recommendations with 50 % achievement of recommendation	Percentage : 50%	**50%**	R60 000	-	-	-	-	-	-	-	Report on the implementation of the Agri-tourism Business Plan showing milestones achieved.	N/A

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		2.1.1.4	Institutional Arrangements Reviewed, Recommendations Approved and Implemented.	Milestone by Date	**Milestone by Date.**	R0	-	Approved Report	Approved Report	ACHIEVED	-	-	-	Review Report Resolution, Approval of Report, Implementation Progress Reports	N/A
Smme Development & Support	Facilitate the integration of emerging entrepreneurs into tourism industry and encourage transformation through various support initiatives planned as sub-projects during 2019-2020.	2.2.1.1	100% of emerging entrepreneurs and SMME's needing tourism information assisted.	% of individuals requesting information assisted.	**100%**	R0	100%	100%	100%	ACHIEVED	-	-	-	Report with Evidence of Assistance: who assisted, information request and how assisted per quarter.	✔
		2.2.1.2	Skills Development Plan approved by 30 September 2019.	Date of Approval of Plan.	**30-Sep-19**	R0	-	30 September 2019.		NOT ACHIEVED	With the two products of KwaNzimakwe and KwaXolo being actively developed, the require skills have not been clearly crystallised and identifiable for submission	Continuous attention is being paid to the development on the ground in terms of potential skills requirement.	No Time Frame	Skills Development Plan approved by CEO by Date.	N/A
			100% Implementation of Approved Skills Development Plan.	% Implementation of Plan.	**100%**	R66 901	100%	100%	0%	NOT ACHIEVED	Cash Flow Challenges	Possible with improved finances	Quarter 4	Progress Report aligned to Plan Indicators.	Not Achieved
		2.2.1.3	Number Assisted by Date	Number by 15 June 2020	**20**	R204 320	10	10	0	NOT ACHIEVED	Cash Flow Challenges	-	No Time	Report and Evidence.	Not Achieved
		2.2.1.4	Number Mentored facilitated and concluded during 2019-2020.	Mentored Number	**10**	R0	10	10	0	NOT ACHIEVED	-	-	-	10 Mentorship Agreements & Quarterly Reports	Not Achieved Indicate blockages & corrective measures
		2.2.1.5	A minimum of 10% assisted entrepreuneurs/SMMEs benefiting from exhibitions through securing sales.	%	**10%**	R0	10%	10%	13%	ACHIEVED	-	-	-	Report with Evidence	No POE for Q3 in file
		2.2.1.6	Scoping excerise by 30 September identifiyng target group formalisation	Report by date and formalisatiion of a minimum of 2 groups	**2**	R0	-	30 September 2019.	0	NOT ACHIEVED	GM has explained that USCT is not ready to form an Association. CEO has been tasked to deal with the matter.	-	No Time	Scoping report	N/A
South Coast based souvenirs	Support the development and marketing of South Coast based souvenirs through assisting a minimum of 20 producers with showcasing products and market linkages in 2019-2020.	2.3.1.1	Database of potential producers updated by 30 December 2019.	Date	**30 December 2019.**	R0	0	30 December 2019.	20 December 2019.	ACHIEVED	-	-	-	Updated Dbase by Date.	N/A
			Crafters products showcased at shows during 2019-2020.	Number of shows showcasing products.	**1**	R50 000	0	-	-	-	-	-	-	Report and Evidence	N/A

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			Percentage of *Crafter* database with commercialised products that they are selling through their facilities.	%	**10%**	R0	10%	10%	0%	NOT ACHIEVED	Lack of reliable evidence - reluctance to divulge	Attempt to have face to face feedback session	Quarter 4	Report and Evidence.	Not Achieved
			Promotional Material developed	R-value	**R 0**	R0	Budget removed - therefore no Target							Expenditure Reports & Evidence of Promotional Material	Target removed
Youth Exposure	Partner with high schools, tertiary institutions, government and private sector to create exposure for youth into tourism industry operations.	**2.4.1.1**	5 destination ambassadors per local municipality developed within the programme.	Number per local municipality	**0**	R0	Annual target changed due to budget challenges : See							Certificate of Destination Ambassadors	Target removed
		2.4.1.2	Number of internships facilitated	Number	**10**	R383 017	10	10	11	ACHIEVED	-	-	-	Internship Agreements	✔
Youth Tourism Businesses	Identify and support youth operated tourism businesses	**2.4.2.1**	Youth Tourism Business database developed by date	Date	**30 December 2019.**	R0	-	30 December 2019.	20 December 2019.	ACHIEVED	-	-	-	Database	N/A
			% Youth tourism from database benefitted from skills development	~~%~~ Number	**0**	R0	Annual Target to be removed and incorporated into the SMME section: 2.2.1.1							Progress Report with Evidence.	Target removed
			% youth tourism benefitted from access to information	~~%~~ Number	**0**	R0								Progress Report with Evidence.	Target removed
			% youth tourism benefitted from market access	%	**0**	R0								Progress Report with Evidence.	Target removed
			% youth benefitted from business linkages	%	**0**	R0								Progress Report with Evidence.	Target removed
Tourism Awareness	Target locals to raise awareness about the south coast as a tourist destination to encourage loyalty and ambassadorship	**2.5.1.1**	Quartely Brand Tracking report showing Local Tourism Awareness activations	Number of Newspaper Inserts	**4**	R0	1	3	3	ACHIEVED				Quarterly Brand Tracking report with evidence.	No Q3 POE submitted
				Number of Radio Slots	**4**		1	3	3	ACHIEVED				Quarterly Brand Tracking report with evidence	No Q3 POE submitted
		2.5.1.2	% Plan Implementation	%	**-**	R0	Annual Target removed							Progress Report with Evidence	Target removed

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		2.5.1.3	Number of Awareness sessions	Number	16	R0	8	8	13	ACHIEVED				Record of Presentations / Principal sign-off	No Q3 POE in file
Strategic Visible Signage	To motivate for visible signage at strategic locations.	2.6.1.1	Quarterly Progress Report tabled at Board.		2	R0		2	0	NOT ACHIEVED				Evidence of submission of communication to municipalities	N/A
		2.6.1.1	4 partnerships which address visible and aesthetically appropriate signage throughout the district.	Number LM Partnerships			Annual Reporting target changed to One report cobvering all elements								N/A
			Quarterly Progress Report tabled at Board.	Progress Report by Quarter per Partnership	0	R0								Progress Reports	N/A
Airport & Roads Network	To ensure clean, attractive and marketable airport.	2.6.2.1	RNM Partnership	Parttnership with RNM above.	0	R0								Minutes of Partnership	N/A
			Progress Report includes airport element.		0	R0								Progress Report	N/A
	To ensure safe and maintained roads.	2.6.2.2	Provincial Dept. of Transport Partnership and LM Partnerships	Provincial Dept. of Transport Partnership Engagements	0	R0								Minutes of Partnership	N/A
			4 LM and 1 Provincial DOT Quarterly Progress Report		0	R0								Minutes of Partnership	N/A
Beaches	To ensure clean beaches and facilities.	2.6.3.1	RNM & Umdoni Partnership re beaches.	Number of LM Partnerships dealing with beaches	0	R0								Minutes of Partnership	N/A
			Annual Beach Report submitted to relevant LM's on Beach Facillities.	Annual Report	0	R0								Progress Report	N/A
Tourism Practices Promotion	To promote responsible tourism practices to ensure sustainable tourism growth through a number of initiatives during 2019-2020.	2.7.1.1	100% Compliance by Area Committees	%	100%	R4 415	75%	75%	Pending calc - but wont be achieved	NOT ACHIEVED	Insuffiecient cash flow to allow ACs to activate spend	Encourage Municipalities to pay their grants	20 June 2020.	Report on Area Committees Funding Usage	Not Achieved

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	To ensure hospitality facilities and accommodation meet industry standards through liasing with product owners and relevant industry owners to improve quality and meet industry standards. Agreement/Resolution/Commitment Charter?	2.7.1.2	Number of platforms creating awarness on the importance of grading	Number	1	R0	Annual Target combined onto Stakeholder session: 4.1.2.1								See 4.1.2.1

KEY PERFORMANCE AREA 03: RESEARCH

PROGRAM	USCT PROJECT REF	SUB-PROJECT REF.	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	ADJUSTED BUDGET	TARGET:Q3	Q3 : Cumulative Targets	Q3 : Cumulative Actual	Q Cumulative : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
Data Management	3.1.1	3.1.1.1	Standardised seasonal occupational level report	Number of reports	R0.00	0	0	0	-	-	-	-	Reports	N/A
		3.1.1.2	Valid and Reliable Research Framework and Tools in Place for future years information collection.	Date	R0.00	Annual Target removed							Framework and Budget for Implementation Annual Approved	N/A
		3.1.1.3	Annual Statistics obtained to be included in the Annual Report 2020	Annual Report Information by date.	R0.00	0	0	0	-	-	-	-	Relevant statistical information for inclusion in Annual report.	N/A
		3.1.1.4	Visitor Satisfaction Survey Reports complete during 2019-2020.	Completed Number of Visitor Satisfaction Reports	R0.00	1	1	0	NOT ACHIEVED	Members did not respond to the Survey questionare and therefore could not be quantified	Engage with members to supply information	20 June 2020.	Visitor Satisfaction Reports.	Not Achieved
		3.1.1.5	Credible Venue and Accommodation Database Developed by 30 January 2020	Credible Venue and Accommodation Database Developed by 30 January 2020	R0.00	30-Jan-20	30-Jan-20	0	NOT ACHIEVED	-	-	-	Delivery and Date of Delivery.	Not Achieved Indicate the blockages & corrective measures

KEY PERFORMANCE AREA 04: STAKEHOLDER MANAGEMENT

PROGRAM	USCT PROJECT REF	SUB-PROJECT REF.	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	ADJUSTED BUDGET	Q3 : Target	Q3 : Cumulative Targets	Q3 : Cumulative Actual	Q Cumulative : Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	Q4 : TARGET	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
Stakeholder Relations	4.1.1	4.1.1.2	To facilitate 4 membership drives during the year 2019-2020.	Number of Membership Drives		1	3	3	ACHIEVED	-	-	-	1	Membership Register of Attendance	✔
	4.1.2		To participate in minimum of 4 platforms.	Number		1	3	11	ACHIEVED	-	-	-	1	Attendance Registers / Participation summary	✔
		4.1.2.1	To host a minimum of 2 platforms.	Number	R50 525.00	1	2	6	ACHIEVED	-	-	-	0	Attendance Registers / Participation summary	✔
	4.1.3	4.1.3.1	Formalised partnerships/MOU's entered into during 2019-2020.	Number	0	2	5	2	NOT ACHIEVED	None achievement due to budget constraints	Budget Dependant	Pending COVID restrictions		Signed Partnership Agreements/MOUs	Not Achieved
			Quarterly Progress Reports Tabled on implementation of MOUs.	Report per quarter		Annual Target to be removed, as reported in CEO Board reports								Quarterly Report on progress with all MOU's Implementation.	Target removed
		4.1.3.2	Quarterly Progress Reports Tabled on implementation of MOUs.	Report per quarter		1	3	3	ACHIEVED	-	-	-	1	Existing Agreements Progress Quarterly Progress Reports	✔
	4.1.4	4.1.4.1	AGM held by 30 June 2020.	Date		0	-	-	-	-	-	-	30-Jun-20	AGM Minutes.	N/A
		4.1.4.2	10 Council Meetings attended	Number Attended		10	16	20	ACHIEVED	-	-	-	4	Attendance registers	Not Achieved
		4.1.4.3	Annual Beach report submission to relevant municipalities on Beaches	Report by date		0	-	-	-	-	-	-	20-Jun-20	Annual Beach Facilities report by date	N/A
	4.1.5	4.1.5.1	One meeting per quarter.	Meeting per quarter		1	3	2	NOT ACHIEVED	Meeting postponed due to COVID lockdown		Pending COVID restrictions	1	Minutes of meeting and Attendance Register	Not Achieved

USCT KPA 5: USCT ENTITY ADMINISTRATION

SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	ADJUSTED BUDGET	Q3: TARGET	Q3: ACTUAL	Q3 Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
5.1.1.1	**Strategic Plan**	Reviewed Strategic Plan approved by Board before 30 March 2020	Date of Strategic Plan Approval	30 March 2020.	R0	30 March 2020	19 March 2020	ACHIEVED	-	-	-	Board Resolution of Approval	✔
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 2020.	R0	-	-	-	-	-	-	Board Resolution of Approval	N/A
5.1.1.3	**Organisational Performance Management**	90% Targets/Annual KPI: Outputs Achieved	Planned KPI Outputs % Achieved.	90%	R0	90%	67%	NOT ACHIEVED	This has mainly been due to the Cash Flow Crisis which we are facing	Only once grant funding is received, will USCT be able to deliver on the PMS scorecards	20 June 2020.	Audited Annual Performance Report	Not Achieved
		Annual Report adopted by Board 31 December 2019	Date of Annual Report Adoption	31 December 2019.	R0	-	-	-	-	-	-	Board Resolution of Approval and submission to Ugu DM ~~with Acknowledgement of Receipt from Ugu DM.~~	N/A
		Mid-Year Performance Report adopted by 30 January 2020	Date of Mid-Year Report Adoption	30 January 2020	R0	30 January 2020	16 January 2020.	ACHIEVED	-	-	-	Board Resolution of Adoption	✔
		4 Quarterly Review sessions and reports completed	Number of reports	4	R0	1	1	ACHIEVED	-	-	-	Evidence of Submission to Ugu.	✔
5.2.1.1	**Risk Management and Fraud Prevention**	Completed and Adopted Risk Register and Fraud Prevention Plan by 30 September 2019	Date	30 September 2019.	R0	0	0	-	-	-	-	Board Resolution of Adoption	N/A
		Developed and Adopted Annual Audit Plan by 30 September 2019	Date	30 September 2019.	R0	0	0	-	-	-	-	Board Resolution of Adoption	N/A

SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	ADJUSTED BUDGET	Q3: TARGET	Q3: ACTUAL	Q3 Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
5.2.1.2	**Annual Audit Plan**	Number of Quarterly Audit Committee sittings.	Number per quarter	4	R100 000	1	0	NOT ACHIEVED	Meeting cancelled due to COVID Lockdown	trying to do a virtual meeting	20-May-20	Audit Committee Minutes	Not Achieved
		100 % of audit queries resolved per quarter.	Percentage of Resolved Audit Queries per quarter	**80%**	R0	100%	100%	ACHIEVED	-	-	-	Audit Committee Minutes	✔
		100% Annual Audit Plan Implementation	Percentage of Plan Implemented	100%	R0	100%	0%	NOT ACHIEVED	The Audit Work plan is 100%, however as the AC has not met, there is no evidence to support this	None, as the meeting was cancelled due to the COVID Lockdown	20 May 2020.	Audit Committee Minutes	Not Achieved
5.2.1.3	**Auditor-General Management Report**	Auditor-General Management Report and Audit Finding: Clean Audit	AG Report Opinion	Unqualified Audit opinion	R320 000	0	0	-	-	-	-	AG Management Report Duly Signed off and Tabled.	N/A
		AG Report with no repeat findings.	Number of repeat findings		R0	0	0	ACHIEVED	-	-	-	AG Management Report Duly Signed off and Tabled.	N/A
5.2.2.1	**Statutory Compliance**	100% Statutory compliance	Percentage Compliance	100%	R0	100%	100%	ACHIEVED	-	-	-	Board Reports and Minutes.	✔
5.2.2.2	**Board Resolution Implementation**	100% Implementation of Resolutions	% Implementation	100%	R0	100%	100%	ACHIEVED	-	-	-	Resolution Monitoring System Evidence of Implementation & Annual	✔
5.2.2.3	**Policies**	100% Policy Framework informing operations.	Reviewed and Updated Policies Approved	100%	R0	100%	100%	ACHIEVED	-	-	-	Board Reports and Minutes.	✔
5.3.1.1	**Budget Planning**	Budget Policy approved by 30 May 2020.	By date	**30 May 2020.**	R0	0	0	-	-	-	-	Board Resolution Adopting Budget Policy	N/A

SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	ADJUSTED BUDGET	Q3: TARGET	Q3: ACTUAL	Q3 Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
		First draft budget submitted to Ugu by 30 January 2020	By Date	30 January 2020.	R0	30-Jan-20	16 January 2020.	ACHIEVED	-	-	-	Evidence of first Draft Budget tabled, and Submission to Ugu DM.	✔
		2020-2021 Annual Draft Budget approved by 30 March 2020.	By Date	30 March 2020.	R0	30-Mar-20	18-Mar-20	ACHIEVED	-	-	-	Board Resolution of Approval of Draft 2020-2021 Budget: submission to Ugu ~~& Acknowledgement of reciept~~	✔
5.3.1.2	**Financial In-Year Reporting**	12 Monthly Reports compiled and submitted by deadline.	Number of Reports by deadline.	12	R0	3	3	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 2020.	R0	20 January 2020	16 January 2020.	ACHIEVED	-	-	-	Board Approval Resolution and proof of submission to Ugu District.	✔
5.3.1.4	**Annual Financial Statements**	Adopted AFS by 31 December 2019.	Adopted AFS by Date	31 December 2019.	R0	-	-	-	-	-	-	Board Resolution of AFS Adoption.	N/A
		Draft AFS submitted to AG by 31 August 2019.	Draft AFS submitted to AG by Date	31 August 2019.	R0	-	-	-	-	-	-	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.	**=< 100%**	R2 659 015	<100%	80%	ACHIEVED	-	-	-	Quarterly Reports.	✔
		Staff Salaries paid monthly by 25th.	12 x Salary Payments by date	12 x Montly salary payments by date	R7 417 377	3x Monthly Payment by 25th	3x Monthly Payment by 25th	ACHIEVED	-	-	-	Salary Reports by date	✔
		Board Fees paid monthly by 25th.	12 x Payments by date	12 x Montly payments by date	R613 077	3x Monthly Payment by 25th	3x Monthly Payment by 25th	ACHIEVED	-	-	-	Salary Reports by date	✔

SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	ADJUSTED BUDGET	Q3: TARGET	Q3: ACTUAL	Q3 Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
5.3.2.2	**Capital Expenditure**	90% capital expenditure to plan.	% capital expenditure to plan.	**=< 100%**	R289 579	<100%	14%	ACHIEVED	Due to Cash Flow Challenges, no Capital items have been pruchased this Quarter. This will impact operations by the end of Q4	Continuous follow up with the Municipalities to release funds	20 June 2020.	Quarterly Reports.	✔
5.3.2.3	**Fruitless & Wasteful Expenditure**	Less than 1% Fruitless and Wastefull expenditure	Budget % spend fruitless and wasteful expenditure	**Less than 1%**	R0	Less than 1%	0.02%	ACHIEVED	-	-	-	Board Reports and Minutes, and Register.	✔
5.3.2.4	**Unauthorised Expenditure**	Less than 1% unauthorised expenditure	Budget % spend unauthorthorised expenditure	**Less than 1%**	R0	Less than 1%	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		R0	0	0	-	-	-	-	Board Resolution of Adoption of Policy	N/A
5.3.3.2	**Annual Tariffs.**	2020-2021 Annual Draft Budget approved by 30 March 2020.	By Date	**-**	R0	30 MARCH 2020.	18 March 2020.	ACHIEVED	-	-	-	Board Resolution of Approval of Draft 2020-2021 Budget with Tariffs ~~-~~ submission to Ugu &	✔
5.3.3.3	**Grant Funding**	100% grant funding received as per plan.	% received to plan.	**100%**	R17 548 260	100%	27%	NOT ACHIEVED	UGU DM has not paid any of the 2020/2021 Grant to date. This makes up approximately 72% of our budget	Continuous engagement	20 June 2020.	Quarterly Reports	Not Achieved
5.3.3.4	**Received Revenue to Plan**	~~100~~ 90% revenue received as per plan.	% revenue received to plan.	**90%**	R759 767	90%	90%	ACHIEVED	-	-	-	Quarterly Reports	✔
5.3.4.1	**Annual Procurement Plan**	100% SCM implementation to plan	% to plan implementation	**100%**	R0	100%	65%	NOT ACHIEVED	Due to Cash Flow Challenges, USCT is unable to procure any items	Continuous engagement with the Municipalities to release funds	20 June 2020.	Quarterly Reports	Not Achieved

SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	Adjusted annual target	ADJUSTED BUDGET	Q3: TARGET	Q3: ACTUAL	Q3 Achieved / Not Achieved	Blockages / Challenges	Measure to improve performance	Revised Timeframe	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
5.3.4.2	**SCM Policy**	Reviewed and Approved by 30 May annually.	By date	30 May 2020.	R0	0	19 March 2020.	ACHIEVED	-	-	-	Board Resolution of Approval of Reviewed Policy	N/A
5.3.4.3	**SCM Procedures**	100% compliant implemetnation	% Compliance	100%	R0	100%	100%	ACHIEVED	-	-	-	Quarterly Reports	✔
5.3.4.4.	**BBBEE Reporting**	100% compliant implementation	% Compliance	100%	R0	100%	100%	ACHIEVED	-	-	-	Quarterly Reports	✔
5.3.5.1	**Asset Register**	100% compliant Asset Register implementation	% Compliance	100%	R0	100%	80%	NOT ACHIEVED	USCT is waiting for the Consultants to correct an error on the system to enable USCT to extend the Useful Life of Certain assets	Continuous follow-up with CCG Consultants	20 June 2020.	Quarterly Reports	Not Achieved
5.4.1.1	**Staffing**	100% posts in structure filled.	% filled posts in structure	100%	R0	100%	100%	ACHIEVED	-	-	-	Quarterly Reports	✔
5.4.1.2	**Staff Development**	Plan Development by date	date	30 December 2019.	R116 024	0	0	-	-	-	-	Quarterly Reports	N/A
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 2019.	100%	R0	0	0	-	-	-	-	Duly Signed Annual Performance Plans	N/A
		% Implemenation IPMS	% Implementation of IPMS	100%	R0	100%	0%	NOT ACHIEVED	Due to staff being sick and the COVID Lockdown, the IPMS meeting was postponed	None, as the meeting was cancelled due to the COVID Lockdown	15 May 2020.	Quarterly Performance Reports	Not Achieved
5.4.3.1	**Film Office**	Well maintained, and operationalised film office to support USCT strategies.	~~Milestones by Quarter~~ Quartely report	4	R221 335	1	1	ACHIEVED	-	-	-	Quarterly Reports	No POE for Q3