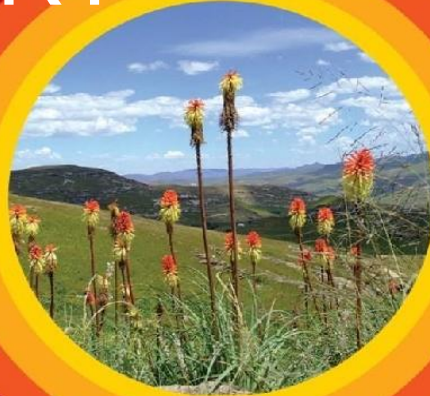
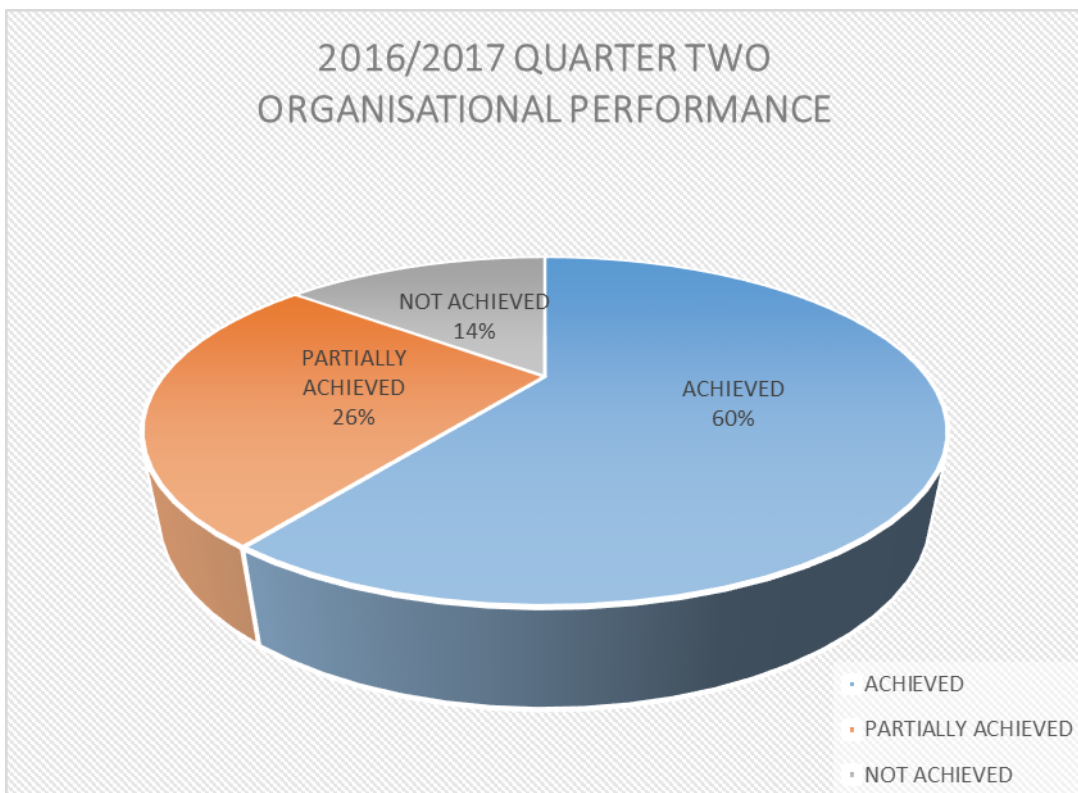


ANDA 2016/2017 QUARTER TWO PERFORMANCE REPORT



OVERALL PERFORMANCE SEGREGATED BY PROGRAMME

PROGRAMME NAME	Achieved	Partially Achieved	Not Achieved
Programme 1: Trade, Investment, Promotion and Facilitation	6	0	2
Programme 2: Resource Mobilisation and Stakeholder Management	2	0	0
Programme 3: Skills Development	2	0	0
Programme 4: Corporate Services and Administration	4	3	1
Programme 5: Finance and Risk Management	7	6	2
	21	9	5



PROGRAMME 1 – TRADE, INVESTMENT, PROMOTION AND FACILITATIONS

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason for variance	Corrective Measure	POE	Y/N
10.1.1	Growth and strengthened business and co-operative enterprises in the District	Agricultural grain hectares development	C2, C3	265 hectares of grain produced within the district.	Number of grain hectors cultivated and harvested	4	Mechanisation and ploughing of 125h in Umzimvubu. Harvesting of 140 hectares in ULM, NTLM, MATLM	Planting, Pre – emergence spraying (de-weeding)	Not Achieved	N	R300 000.00	R0.00	Internal financial constraints which made it impossible to invest in the programme	Negotiations with different developmental institutions such as Anglo American and Old Mutual Masisizane fund have begun for implementation in the 2017/2018 financial ye	Partnership agreements. Attendance registers. Site visit reports, partnership reports.	N
10.1.2		Revitalisation of ANDA old projects	C2, C3	Improve economic viability & promote earnings potential of Alfred Nzo citizens through tourism and other business processes.	Revitalisation of Emfundisweni Business Cluster	1	Business growth Emfundisweni business cluster development	Phase 2 renovations of Emfundisweni business cluster.	ACHIEVED	Y	R150 000.00	RR721 321.18	Overspent by R121 000 due to changing nature of the arrangement to support Mfundisweni	Phase 2 renovations will be addressed through the intervention that we have applied for with the Service SETA for Emfundisweni. The project will be implemented in 2017/2018 financial year	Attendance registers, request for funding proposals, MOU's signed	Y

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason for variance	Corrective Measure	POE	Y/N
10.1.3					Revitalisation of Msukeni and OR Tambo cultural village	1	Msukeni and OR Tambo cultural village revitalized and fully operational	Phase 1 renovations of Msukeni & OR Tambo Cultural Village	TORs for the renovations of Msukeni & OR Tambo cultural village developed Renovations of Msukeni were done	Y	R200 000.00	R151 200.00	Internal financial constraints which made it impossible to invest in the programme	Engagements with the National department of Tourism with regards to the renovations of Msukeni and the OR Tambo cultural village have begun.	TORs Attendance Registers	Y
10.1.4	Growth and strengthened business and co-operative enterprises in	Contractor Development Programme		Improve economic viability & promote earnings potential of Alfred Nzo citizens through tourism and other business processes.	Capacity building workshops, formalization of informal businesses,	10	Number of Contractors supported through the Contractor Development Programme	Establishment of a business body within the district that comprises of formations from all LM's.	Engaged the following stakeholders: DEDEAT, SEDA, SEFA, VBS and SASSA Supported 2 capacity building workshops 7 formalised businesses	Y	R0.00	R0.00	NONE	NONE	Database of contractors	Y

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason for variance	Corrective Measure	POE	Y/N
10.1.5		Umzimvubu Goats Projects and its value chain business	C2, C3	Operational Model, Production Material for Leather Crafters	Redevelopment of operational Model and strategy to revive Umzimvubu Goats.	70%	% of the 1 Umzimvubu Goats business Operational Model and Strategy implemented	Development of operational model for Umzimvubu Goats Abattoir, monitoring of Umzimvubu leather crafters including establishment of an online store & marketing brochures, resuscitation of Leather Tannery business.	Developed the operational model for Umzimvubu Goats Abattoir	Y	R50 000.00	R49 800.00	Internal financial constraints which made it impossible to invest in the programme	The project will be moved to the next Financial year	Signed contracts for revival of Umzimvubu Goats with partners. Attendance registers, MOU's with potential partners.	Z

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason for variance	Corrective Measure	POE	Y/N
10.1.5	Growth and strengthened business and co-operative enterprises in the District	Umzimvubu Goats Projects and its value chain business	C2, C3	Operational Model, Production Material for Leather Crafters	Implementation of the Livestock and Poultry Production Plan	70%	% of the Livestock and Poultry Production Plan implemented Numbers of learners trained in Animal Health	Monitor training of 400 learners on Animal Health Implementation of the Livestock and Poultry Production plan	Value chain operations reviewed 400 learners trained on Animal Health (indigenous Poultry and Beef)	Y	R100 000.00	R2 642 105.25	The balance of the grant from HWSETA was initially budgeted for in the 2015/2016 FY. AG advised that this balance be budgeted for in the current year	This will be accommodated during the Adjustment Budget.	Livestock & Poultry Production Plan Training schedules	Y
10.1.6	A vibrant and innovative economic environment	Tourism, Services sector, Sports, Recreation, Arts and Culture	C2, C3	Tourism events where we market ANDA around the province and align them with our plans, program to promote artisans and Sports, Recreation, Arts and Culture. Development of travel agencies.	Number of opportunities created, Alignment with Local Municipalities LED units (registration to the Tourism indaba), community engagement	2	Number of Tourism events where we market ANDA around the province and align them with our plans, program to promote artisans and Sports, Recreation, Arts and Culture. Development of travel agencies.	Further community engagements , develop a database for artisan in and around the district.	Preparation for the establishment of the travel agency through submission of the Concept of the document.	Y	R0.00	R0.00	NONE	NONE	School registration, top 10 finalists, attendance register for INDABA. Proof of bookings for travel agencies.	N

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason for variance	Corrective Measure	POE	Y/N
10.1.8		Ntenetyana and Ludeke Dam development	C3	Development & Implementation Strategy: Ntenetyana & Ludeke Dam Development	Implementation of planning documents for proposed new developments.	20%	% of the implementation of the strategy	Negotiations with relevant government departments such as Public works, SANRAL & Local Municipalities for surfacing of roads leading to Ludeke & Ntenetyana.	Pending the approval of the plans	Z	R0.00	R0.00	Pending Approval	Confirmation of Approvals	Tourism Strategy Business Plan Proof of funding	Z

PROGRAMME 2 – RESOURCE MOBILISATION & STAKEHOLDER MANAGEMENT

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason Variance	Corrective Measure	POE	Y/N
10.2.1	Increased revenue base of the District	Infrastructure development and High impact programmes	C3	ICT infrastructure Developed, Agriculture and tourism, service sector. Creating partnerships with various development finance institutions	Attract investment resources for infrastructural development for high impact programmes within the district.		Increased Revenue base of the District, Corporate Dinner update, investor attraction events	Database of potential investors (Local, nationally and internationall y) Sourcing of funds through Inter Government al Relations	Active engagements with investors to fund infrastructure development, Sourcing of funds through Inter Government al Relation (Service SETA) done (HWSETA, Services SETA, LRED) DONE	Y	R0.00	R0.00	NONE	NONE	SLAs, proof of transfers, pictures.	Y

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved	Budget	Actual Expenditure	Reason Variance	Corrective Measure	POE	Y/N
10.2.2		Project and business packaging	C310	Developing SMME's and co-operatives from informal to Formal businesses	No of registered SMME's and Co-operatives and also number of leads	200	Number of Registrations to CIPC to formalise businesses leads, Creating one stop shop for all SMME capacitating & development enterprises.	30 x Registration submitted to CIPC, 20 Leads	40 x registrations submitted to CIPC and 20 leads, Create a one stop shop.		R0.00	R0.00	More Numbers	Need for the programme hence the One Stop Shop	Registration certificate. Attendance registers. Reports from in-house CIPC	Y

PROGRAMME 3 – SKILLS DEVELOPMENT

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved Y/N/PA	Budget	Actual Expenditure	Reason for Variance	Corrective Measure	POE	Y/N
10.3.1	To enhance the efficiency and productivity of business	Business and Technical skills training, Quality Assurance	C3	To enhance efficiency and productivity of business enterprise in the District	Reporting template for projects developed, Numbering of training opportunities for project conducted. Number of training partnerships conducted, Number of MoUs signed, percentage reduction in costs of production as a result of ANDA interventions.	10	Number of Business Management, cooperative governance, financial and technical skills Training, QMS training and compliance, interactive website conducted	Develop a mentoring and coach plan, Business and financial management training, Enquiry form	Mobilised Stakeholders (Services SETA, Dept. of Tourism, HWSETA, LRED, ECDC, SASSA, DBE)	Y	R0.00	R0.00	NONE	NONE	Coaching Plan	

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved Y/N/PA	Budget	Actual Expenditure	Reason for Variance	Corrective Measure	POE	Y/N
10.3.2		Incubation Programmes	03	To add value to primary agriculture, tourism, ICT, Services sector, manufacturing	Business growth, stabilisation of SMME's and Co-operative so as to contribute in the economic growth of the Region		Number of incubatees incubated in each sector within the district	6 x Co-operatives incubated	TORs Approved, 8 Co – operatives are currently under incubation in Emfundisweni Skills Development and Resource Centre		R0.00	R0.00	Over achieved target because of demand	None	TORs Database for Incubatees	

PROGRAMME 4 – CORPORATE SERVICES AND ADMINISTRATION

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved Y/N/PA	Budget	Actual Expenditure	Reason for Variance	Corrective Measure	POE	POE Y/N
10.4.1		Organogram & Recruitment	AI	1 x Organogram and Recruitment developed and adopted	Adopted organogram and recruitment plan. Enhanced performance of the institution	1	Adopted organogram and recruitment plan. Enhanced performance of the institution	Implement 2015/2016 recruitment plan organogram and draft 2016/2017 organogram	Implementation of the Recruitment Plan could not commence because the organogram has not been approved Organogram submitted to Management	Partially Achieved	R0.00	R0.00	The Strategic planning session could not sit due to financial constraints	Policies to be reviewed and approved through round-robin. This project has been rescheduling for the 3rd Quarter	Organogram & Recruitment plan	Y
10.4.2		Skills Development	AI	1 x Skills Development Plan developed	Effective and efficient workforce	1		Develop training plan and forward submission as per training required	Training Plan developed	Y	R0.00	R0.00	Draft policy developed but Policy Review moved to Q3 & 4	Conducting of Policy & Review Session	Skills Development Plan	Y
10.4.3		Employment Equity Plan	AI	Elimination of unfair discrimination, meeting employment equity plan and achieve equal representation	Employment Equity Plan developed and adopted		1 x Employment Equity Plan	Compilation of the employment equity report and implement employment equity as per organogram	Report not compiled waiting the approval of the EE Plan	N	R0.00	R0.00	Draft EE Pan developed but Policy Review moved to Q3	Conducting of Policy & Review Session	Employment Equity Plan	N

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved Y/N/PA	Budget	Actual Expenditure	Reason for Variance	Corrective Measure	POE	POE Y/N
10.4.4		Performance Management System	A3	To monitor, measure, improve and reward performance by conducting quarterly performance assessments by June 2019	Performance Management System developed and adopted	6	1 x Performance Management System implemented	1 st Quarter performance assessment for managers conducted	1 st Quarter performance assessment could not be performed still awaiting the approval of the PMS Framework	Z	R0.00	R0.00	Performance Agreements will be developed once the PMS Framework has been adopted	Development Performance Management Policy & System will be done during Q3	PMS Framework Performance Agreements Performance Assessments report	Z
10.4.5		HR Governance	A1	Review HR policies, Conduct 2 workshops and report on policy implementation progress	HR policies developed and implemented		HR policies developed and 2 workshops conducted	Conduct 2 policy workshops	Policy workshops not conducted still awaiting for the Policy Review sessions	Z	R0.00	R0.00	HR policies developed awaiting the policy review session for approval	The policies will be reviewed in the 3 rd Quarter	PMS Framework HR Policies	Z

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Achieved Y/N/PA	Budget	Actual Expenditure	Reason for Variance	Corrective Measure	POE	POE Y/N
10.4.6		ICT Management, Website management, VOIPS	A2	Maintain and renew software licenses, Additional disc space on server, Install functioning back up	ICT Management, Website management, VOIPS		Number of walk-ins, potential investors and stakeholder keen to enter into business with ANDA	Confirmation of license renewals, monitor and support of the functioning of the hardware and software	Pastel, Caseware and Payroll licenses renewed	Y	R0.00	R0.00	NONE	NONE	Website upgrade, Server upgrade conducted (micro-wave) Pastel, Caseware and Payroll licenses renewed	Y
10.4.7		Marketing & branding strategy	E1	Marketing and promote the brand ANDA	Marketing & branding strategy		Be part of Alfred Nzo District Communicat ors forum, fogged strategic partnership with ANCR	Review the effectiveness of the marketing strategy	Reviewed the effectiveness of the Marketing Strategy and gaps identified will be addressed in the Policy Review Session scheduled for Q3	Y	R0.00	R0.00	NONE	NONE	Proposed gaps	Y
10.4.8		Communications	E1	The strategy is well known, increase in participation with strategic partners.	Communications Strategy developed and approved 4 x DCF meetings attended		1 x Communications strategy developed and implemented	Attend DCF meetings	1 x DCF Meeting attended	Y	R0.00	R0.00	NONE	NONE	Communications Strategy Attendance Register	Y

PROGRAMME 5 – FINANCE & RISK MANAGEMENT

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.1		Risk management strategy and plan	E2	Reduced risk within the Agency's appetite	Risk register and the Dashboard reviewed and adopted framework. Internal audit report, Management risk committee	1		1 Quarterly dashboard report, 1 Quarterly internal audit report, 3 monthly risk management committee reports. Risk Management workshop	1 Dash Board Prepared Monthly risk management report not achieved Risk management workshop not conducted	R0.00	R0.00		The temporal instability within the institution led to non-sitting of Risk Management Committee.	Sharing Risk and Internal Audit Services with the parent Municipality for the implementation of programmes. Risk & Audit Committees have been scheduled for Q3	Risk Register	Y
10.5.2		Fraud and anti-corruption prevention	E2	Fraud and corruption prevention	Actual plan and the implementation of the plan, number of incidents detected	1	1 x Fraud Prevention Plan developed	Fraud and anti-corruption prevention plan implementation	Plan not implemented still at Draft stage	R0.00	R0.00		The temporal instability within the institution led to non-sitting of Risk Management Committee	Sharing Risk and Internal Audit Services with the parent Municipality for the implementation of programmes. Risk & Audit Committees have been scheduled for Q3	Fraud Prevention Plan	

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.3		Develop Corporate plan and Budget process plan	C1, A3	Increase , protect and diversify ANDA funding base	Budget aligned with the Corporate plan, APP and the Budget process plan		Develop a Corporate Plan and a Budget Process Plan	Table the Budget process plan to the Board and revise the draft 2016-2021 Corporate Plan	Budget process plan developed but not adopted by the Board	R0.00	R0.00		Financial constraints that have affected the functionality of the agency	Will be done in third Quarter	Budget process plan, draft budget, CP, Board minutes of approval of CP & APP & Budget.	
10.5.4		Budget monitoring and reporting.	D4	Reports submitted to the Board and District municipality in terms of section 87 accurately and on time.	Number of reports produced and to be submitted in terms of section 87		Budget process plan developed and tabled to the Board, Corporate plan, APP 2017/2018 and the Actual Budget	3 monthly section 87 reports.	3 monthly section 87 reports submitted	R0.00	R0.00		NONE	NONE	S87 reports	

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.5		Preparation of annual financial statement and submission to AG.	A3	Improve Annual reporting, accountability for Agency Finances.	Financial statements submitted to the internal auditor, the Audit Committee and approved by the Board. Then submitted to the Auditor General		Credible Financial Statements developed and approved	AFS, 3 Monthly bank recons, creditors' recons, payroll recons, Assets verifications, assets recons.	AFS, Monthly bank, creditors, payroll recons and asset verifications performed	R0.00	R0.00		NONE	NONE	Bank Recons Creditors Recons General Ledger reports	
10.5.6		Timely and accurate payment of salaries, payroll reconciliation, payment of 3 rd parties and Board sitting allowances	D2	Payroll Management, Board sitting allowances and Third parties payments	Timeous payment of Board members allowances, Officials salaries of the Agency and Third party payments		Number of payroll runs on time, Board sitting allowances and Third party payments	Payment of salaries on the 25th of every month, payment of Board allowances timeously and payment of 3 rd parties within seven days after month end. Payroll reconciliation every month	Payment of monthly salaries, board allowances, and 3 rd parties. Payroll reconciliations done monthly	R0.00	R0.00		NONE	NONE	Monthly salary reports & recons, Board sitting allowance reports, Bank Reconciliations	

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.7		Creditors management	E2	Reduced risk of litigations, Maintain relationship with creditors, Sustain growth SMME's	Improve Budgeting, reporting , accountability for Agency Finances	100%	Creditors paid within 30 days of invoicing	Payments processed within 30days of invoice, Creditors reconciliation	Payments not processed within 30days. Creditors reconciliation performed	R0.00	R0.00		Financial Constraints	Develop and implement Revenue Enhancement strategy	Creditors' Recons Expenditure Report	Y
10.5.8		Timely submission of VAT.	E2	Strengthen governance and reduce risk	To comply and maximise the collection of VAT.	6	Number of returns submitted every two months	Annual submission of VAT returns within 25 days after the end of two months.	VAT returns submitted	R0.00	R0.00		NONE	NONE	3 Vat Returns	Y

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.9			D3	Adherence to Supply Chain Management policies and procedures	Enhanced governance and accountability standards	5	Number of monthly reports, Approved SCM policies including code of conduct and standard procedures. Training of staff on SCM policies, Deviation register	Training of staff on SCM policies and procedures	Training of staff on policies and procedures not conducted	R0.00	R0.00		SCM policies not approved due to Financial Constraints	Shifting of funds in adjustments budget	SCM and policies SOP's	Y
10.5.10		Supplier database management	D5	Useable database with vetted service providers	Updated Supplier database, Vetted of service providers, Suppliers day	4	Useable database with vetted service providers	Vetting of service providers, updating suppliers details on the database	Vetting of service providers not conducted internally but conducted through CSD	R0.00	R0.00		NONE	NONE	Updated Database	Y

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.11		Contracts Management s	A2	Effectively managed and monitored contracts	Contracts register updated and maintenance of signed SLAs	4	Contracts Management Register developed and maintained	Review all contracts Suppliers, Projects, Co-funders, Stakeholders partnership agreement, updating of contracts register	Reviewed all contracts, Suppliers, Projects, Co-funders, Stakeholders, partnership agreement, and updated contracts register	R0.00	R0.00		NONE	NONE	Contracts register	Y
10.5.12		Fixed asset register update	D5	GRAP compliant fixed asset register	GRAP compliant fixed asset register	4	1 x GRAP compliant Register developed	Update the fixed asset register with additions and monthly reconciliations	Fixed asset register with additions and monthly reconciliations conducted	R0.00	R0.00		NONE	NONE	Fixed Register Asset	Y
10.5.13		Fleet Management	D5	Sound management of fleet	Fleet Register, Trip authorization form	4	Sound management of fleet	Monthly updating of fleet register, monitor trip authorization	Updated fleet management register and monitored trip authorization before travelling	R0.00	R0.00		NONE	NONE	Fleet report and register	Y

APP Number	CP Objective	Corporate Plan Project	CP Ref	Measurable Objective	KPI	Annual Target	Output	Q2 Target	Q2 Achievement	Budget	Total Budget	Vote	Reason for Variance	Corrective Measure	POE	Y/N
10.5.13		Inventory Management	D5	Effective and efficient supply of consumables.	Management of the Agency's stores (requisitions, Inventory list)	4	Manage and safe guard the Agency's stores	Perform quarterly stock take. Investigate and report on any discrepancies .	Stock take. Investigate and report on any discrepancies conducted	R0.00	R0.00		NONE	NONE	Stock report take	Y
	Optimise Systems, administration and operating procedures	mSCOA Implementation and Database Upgrade	A2	Optimise Systems, administration and operating procedures	Implementation of SCOA and migration to SCOA	10	mSCOA Implementation	Presentation of Implementation Plan, TORs for Approval Project Initiation Finalisation of Accounting System Setup	MSCOA TORs presented and approved Finalisation of Accounting System Setup not conducted	R0.00	R0.00		Financial Constraints for system implementation	Shifting of funds in favour of implementation of System	Implementation plan	Y