

NTINGA O.R. TAMBO DEVELOPMENT AGENCY SOC LTD

MIDTERM PERFORMANCE ASSESMENT REPORT (01 July - 31 December 2018)

STRATEGIC GOAL 1													
Sustainable Water Services (water supply and sanitation) Systems.													
Objectives	Key Performance Indicator	Project Names	Indicator Code	Interventions/ Critical Success Factors	Baseline 2017/18	2018/19 Annual Performance Target	Quarter 1 : Target (01 July 2018 - 30 September 2018)	Quarter 2 : Target (01 October 2018 - 31 December 2018)	Actual Performance	Performance Variance & Reasons	Corrective Measure	Means of Verification	Custodian
1.1 Provide water related services to the peri-urban & rural communities within the O.R. Tambo District by refurbishing and maintaining schemes.	1.1.1 Number of refurbished non-functional schemes in KSD	Assessment, refurbishment and maintenance of 83 water schemes	1_1.1_2_P02	Assessment, refurbishment and maintenance of 83 water schemes	21 schemes were allocated to Ntinga during the 2017/18 financial year	Assessment, of 58 water schemes and refurbishment and maintenance of 83 water schemes	29 water schemes assessed. 25 water schemes refurbished, and maintained	29 water schemes assessed. 29 water schemes refurbished and 25 maintained	Partially Achieved: 58 Water schemes assessed. 37 water schemes refurbished	3 Water Schemes not refurbished, Solving the transport problem with Artisans as soon as possible.	Appointment of three year term service providers will address the procurement challenges.	Quarterly performance reports	Divisional Head: Water Services
	1.1.2 Assessment and management of village water schemes allocated to Ntinga as paymaster by ORTDM	Assessment, refurbishment and maintenance of Village Water schemes and payment of water Village committees	1_1.1_3_P03	- Embark on programmes that restore physical, hadraulic and water quality of schemes assigned by the district municipality to Ntinga. '- Identify areas of operation (landing	19 schemes assessed within KSD as part of 83 schemes of which has been appointed to implement	Management and payment of 74 Water scheme operators	Management and payment of 74 Water scheme operators	Management and payment of 74 Water scheme operators	Fully Achieved: Management and payment of 74 Water scheme operators	None	N/A	Monthly Management Reports and Attendance Register	Divisional Head: Water Services
	1.1.3 Analysis of consumers (metered and un-metered) in the peri-urban and rural areas	P04 Rural Billing	1_1.1_4_P04	Identification of water services and users and use patterns in Peri Urban Areas of KSD.	Phase 1 Analysis of consumers in peri urban areas of Pyane, Chris Hani, and Mandela Park has been done.	Phase two analysis of consumers in periurban areas of Joe Slovo, Fairfield, Zimbane and Qweqwe, KwaLindile, Mpheko, KwaLink, & Highbury to be done by 30 June 2019.	Phase two analysis of consumers in periurban areas of Joe Slovo and Fairfield to be done by 30 September 2018.	Phase two analysis of consumers in periurban areas of Zimbane and Qweqwe, to be done by 31 December 2018.	Partially Achieved: Payne Farm, Chris Hani, Mandela Park, Zimbane and Fairfield were surveyed but there were disputes with the communities that requires further consultations.	Survey was not complete due to community demands and disputes	Social Facilitators have been appointed,that will assist in social facilitation for the survey which might speed up the process.	Analysis report	Divisional Head: Water Services
	1.1.5 Revenue generated by the Water Services Department from maintenance and water billing	Revenue generation		Revenue generated by the Business unit	R1,937,878.00	R17,043,478	R1,500,000.00	R3,000,000.00	Partially Achieved: Only manage to raise the amount of R3, 757, 001.14	Solving the transport problem with Artisans as soon as possible.	Appointment of three year term service providers will address the procurement challenges.	Monthly income and expenditure report	Divisional Head: Water Services

STRATEGIC GOAL 2													
Enhanced and Enabled Full Value Chains (upstream and downstream) for Agricultural Produce, Markets, Abattoir and Aquaculture													
Strategic Objectives	Key Performance Indicator	Project Names	Indicator Code	Interventions	Baseline 2016/17	2018/19 Annual Performance Target	Quarter 1 : Target (01 July 2018 - 30 Sept 2018)	Quarter 2 : Target (01 October 2018- 31 December 2018)	Actual Performance	Performance Variance & Reasons	Corrective Measure	Means of Verification	Custodian
2.1 Improve productivity and profitability of Umzikantu Abattoir by 30 June 2020.	2.1.1 Number of livestock units slaughtered for communities, butcheries and other	P09 Abattoir Private Slaughter	2_2.1_1_P09	- Refurbishment and continuous maintenance of abattoir infrastructure and facilities. - Production and marketing of red meat (cattle, sheep, goats & pigs) carcasses and offal, locally and beyond. - Utilisation of abattoir for slaughtering incrementally towards full capacity.	167.3 Units	550 Livestock units slaughtered for communities, butcheries and others	100 Livestock units slaughtered for communities, butcheries and others	150 Livestock units slaughtered for communities, butcheries and others	Over Achieved: 337.17 Livestock units slaughtered for communities, butcheries and others	87.17 units more than target were slaughtered.	None	Batch control documents.	Divisional Head: Trading Enterprises
	2.1.2 Number of livestock units slaughtered for sale, towards abattoir full capacity	P10 Abattoir Own Livestock Slaughter	2_2.1_2_P10	- Refurbishment and continuous maintenance of abattoir infrastructure and facilities. - Recruitment of competent Market Agents towards full capacity of the Market. - Encourage aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents.	175.5 Units	2505 Livestock units slaughtered for meat sales towards abattoir full capacity	425 Livestock units slaughtered for meat sales towards abattoir full capacity	825 Livestock units slaughtered for meat sales towards abattoir full capacity	Not achieved: 317 Livestock units slaughtered for meat sales towards abattoir full capacity	933 units less than the target were slaughtered towards meat sales. This is due to challenges in customer attraction.	Implement further rebranding efforts of the organisation and other planned marketing campaigns that aim to repair the damage caused to the reputation of Umzikantu/Ntinga, will be implemented. Efforts are made to enter into agreements with government departments and retail outlets in order to increase sales.		Divisional Head: Trading Enterprises
	2.1.3 Revenue generated from meat sales and slaughter fees	P11 Abattoir Meat Sales	2_2.1_3_P11	- Refurbishment and continuous maintenance of Market infrastructure and facilities. - Recruitment of competent Market Agents towards full capacity of the Market. - Encourage aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents.	R2 690 972.17	R31 941 738.00 Revenue generated from meat sales and slaughter fees	R3 483 325 Revenue generated from meat sales and slaughter fees.	R10 471 027 Revenue Generated from Meat Sales	Not Achieved: R4,101,753.54 Revenue generated from meat sales and slaughter fees.	R9,852,598.46 less than target was generated from meat sales and slaughter fees. This is due to challenges in customer attraction.	In addition to the marketing and rebranding, the prices are being adjusted in order to be market related to enhance the competitiveness of Umzikantu. This pricing will take into account costs to deliver as well.	Monthly Management Account.	Divisional Head: Trading Enterprises
2.2 Improve functionality and viability of Kei Fresh Produce Market (KFPM) by initially focusing and targeting linkages of fruit and vegetable industry supply chains by 30 June 2020.	2.2.1 Tonnage of agricultural produce sold by Market Agents	P14 Fresh Produce Market tonnage	2_2.2_1_P14	- Refurbishment and continuous maintenance of Market infrastructure and facilities. - Recruitment of competent Market Agents towards full capacity of the Market. - Encourage aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents.	2 012 Tons	19 742 Tons of agricultural produce sold by Market Agents by 30 June 2019	1 935.5 Tons agricultural produce sold by Market Agents.	5 935.5 Tons agricultural produce sold by Market Agents.	Not achieved: 769.38 Tons of agricultural fresh produce sold by Market Agent.	7,101.62 Tons less than target due to the capacity of the market not being fully utilised as there is still only two market agents operating on the floor. The reputational damage of the market is still another challenge.	Efforts are still in place to attract two more market agents to KFPM. Rebranding and marketing initiatives will be implemented.	Freshmark System monthly reports.	Divisional Head: Trading Enterprises
	2.2.2 Revenue generated from 5% commission of agricultural produce sold	P16 Fresh Produce Market Commission	2_2.2_3_P16	- Refurbishment and continuous maintenance of Market infrastructure and facilities. - Recruitment of competent Market Agents towards full capacity of the Market. - Encourage aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents.	R409, 462.39 Revenue generated for 2017/2018	R5 850 000 revenue generated from commission on agricultural produce sold by 30 June 2019	R573 384 Revenue generated from commission on agricultural produce sold.	R 1 758 872 Revenue generated from commission on agricultural produce sold.	Not achieved: R102,640.25 (5% Commission generated from agricultural produce sold).	R2,229,615.75 less than target due to the capacity of the market not being fully utilised as there is still only two market agents operating on the floor. The reputational damage of the market is still another challenge.			Divisional Head: Trading Enterprises
	2.2.3 Optimise utilisation of KFPM floor space	P17 Fresh Produce Market Profitability	2_2.2_4_P17	- Refurbishment and continuous maintenance of Market infrastructure and facilities. - Recruitment of competent Market Agents towards full capacity of the Market. - Encourage aggressive marketing and sale of fresh produce (fruit and vegetables) locally and beyond by Market Agents.	1 Market Agent Trading at KFPM	Securing of 3 additional Market Agents	Finalisation of revamp and demarcation of market floor space	Securing of 1 additional Market Agent	Fully Achieved: 1 new Market Agent (Fenato Market Agency) has started operating at KFPM on 17 October 2018. Meeting held with another prospective Market Agency (Border Farmers) to attract the to the KFPM. One (1) Ripening and two (2) Cold rooms fully repaired and are in a working condition. Repair of one (1) Ripening room is at 95% complete	None.	None	Freshmark System monthly reports.	Divisional Head: Trading Enterprises

2.3 Utilise Adam Kok Farms as a rapid livestock production hub feeding mainly into Umzikantu Abattoir by 30 June 2020.	2.3.1 Number of cattle produced and sold to Umzikantu Abattoir and other markets	P20 Adam Kok Livestock Sales	2_2.3_2_P20	- Purchase, condition (for a maximum of 100 days) and distribute cattle for Umzikantu Abattoir (starting with 50% of requirements in 2017/18) and beyond. - Heifer Exchange Programme -Livestock Trade Fair - Cattle Branding	516 Cattle produced and sold	700 Cattle produced and sold and R7 Million generated	100 Cattle produced and mainly sold to Umzikantu Abattoir and R1 million generated	200 Cattle produced and mainly sold to Umzikantu Abattoir and R2 Million generated	Partially achieved: 189 cattle sold through an auction sale and R1,658,482.97 revenue generated	Shortfall of 111 cattle is due to over-reliance on sales through auctions, which in thier nature sales are not guaranteed.	A plan will be developed and implemented, on how to improve the sales made by Adam Kok farms to external customers,.This plan will look at how to achieve a balanced mix of sales through a mix of sales via auctions, off-take agreements, retail outlets etc	Livestock sales invoices.	Divisional Head: Trading Enterprises
	2.3.2 Revenue generated from livestock (cattle) produce and sold to Umzikantu Abattoir and other markets		2_2.3_3_P21		None. New Target	2505 Cattle supplied to Umzikantu Abattoir	425 Cattle supplied to Umzikantu Abattoir	825 Cattle Supplied to Umzikantu Abattoir	Not achieved: 171 cattle sourced for Umzikantu Abattoir.	Supplied 1079 units less than target. The underperformance is dependent on the demand from Umzikantu abattoir	Umzikantu rebranding and marketing campaigns will be implemented in order to increase deman for meat.	Livestock sales invoices.	
	2.3.3 Number of hectares utilised for crop production				None. New Target	25 hectares utilised for crop production	Identify and prepare the hectares that will be utilised for crop production	15 Hectares utilised for crop production	Over Achieved: 18 Hectares utilised for potato production	3 Hectares were utilised for the quarter in order to take advantage of the planting season for potatoes	None		

STRATEGIC GOAL 3 Diversified Partnerships that Promote Inclusive Socio-economic Development and Growth.													
Strategic Objectives	Key Performance Indicator	Project Names	Indicator Code	Interventions	Baseline 2017/18	2018/19 Annual Performance Target	Quarter 1: Target (01 July 2018 - 30 September 2018)	Quarter 2: Target (01 October 2018 - 31 December 2018)	Actual Performance	Performance Variance & Reasons	Corrective Measure	Means of Verification	Custodian
3.1 Optimize linkages of meat industry value chain that enhance functionality of Umzikantu Abattoir by 30 June 2020.	3.1.1 Number of signed and implemented partnership agreements that enhance functionality of Umzikantu Abattoir	P25 Abattoir Strategic Partnerships	2_3.1_1_P25	- Establish and maintain partnerships with livestock (cattle, sheep and pigs) producers, marketers and/or speculators. - Facilitate off-take agreements with wholesalers and public entities like Correctional Services, Hospitals, etc. - Facilitate off-take agreements for hides and skins.	1 Partnership Agreement	1 Partnership agreement secured	1 Meeting held to facilitate partnership agreement for Umzikantu Abattoir.	1 Meeting held to facilitate partnership agreement for Umzikantu Abattoir.	Fully Achieved: Meeting held with Lentaba Meat in August 2018. Another meeting was held with the Eastern Cape Department of Education in order to introduce Ntinga and its offerings (meat & fresh produce) and to get information on how the department and Ntinga can work together.	None.	None	Signed Partnership Agreement.	Divisional Head: Trading Enterprises
	3.1.2 Number of signed and implemented off-take agreements for sale of meat from Umzikantu Abattoir.			- Establish partnerships with meat hawkers for sale of offal, feet and heads.	None. New Target	2 Off-take agreement signed and implemented.	Meetings held to facilitate Off-take agreements for Umzikantu Abattoir.	1 Off-take agreement for Umzikantu Abattoir secured.	Partially Achieved: Meetings were held with Falini Food Services and Capitol Caterers in order to secure an off-take agreement. Credit applications and sales have resulted from the engagement and a relationship has been established. Meetings were held with Spargs and Spar Western Gruppe. Ntinga agreed to improve on its Hygiene Assessment Systems (HAS) audit report score, in order to meet the standards expected by Retail Industry outlets such as Spar.	Although the agreement has not yet been signed, Falini has already started purchasing from Umzikantu.	Drawing up of the agreement to be finalised so that both parties can sign.	Signed Off-take Agreement.	Divisional Head: Trading Enterprises
3.2 Optimize linkages of fruit and vegetable industry value chain in support of Kei Fresh Produce Market by 30 June 2020.	3.2.1 Number of signed and implemented partnerships agreements that enhance functionality of Kei Fresh Produce Market.	P26 Fresh Produce Market Strategic Partnerships	2_3.2_2_P26	- Develop and maintain partnerships with Local Municipalities to assist local farmers to produce and supply the KPFM. - Facilitate involvement of local PDI's in the Market Agency business.	1 Partnership Agreement secured	1 Partnership agreement secured	1 Meeting held to facilitate partnership agreement for KPFM.	1 Meeting held to facilitate partnership agreement for KPFM	Over-achieved: 1 Signed partnership agreement between Ntinga and SEDA for farmer development. Meeting held with Border Farmers , in order to attract them to KPFM. Another meeting held with the Eastern Cape Department of Education in order to introduce Ntinga and its offerings (meat & fresh produce) and to get information on how the department and Ntinga can work	Attended two meeting instead of one in order to increase the chances of obtaining partnership agreements that will enhance the usage of KPFM to its full capacity.	None	Signed Partnership Agreement.	Divisional Head: Trading Enterprises
3.3 Optimize linkages of a rapid livestock production industry value chain that enhance functionality of Adam Kok Farms by 30 June 2020	3.3.1 Number of signed and implemented partnership agreements that enhance functionality of Adam Kok Farms.	P29 Adam Kok Farms Strategic Partnerships	2_3.3_3_P29	Develop and maintain partnerships that enhance functionality of Adam Kok Farms. Roll out the heifer exchange programme with local municipalities	1 Partnership Agreement	1 Partnership Agreement signed and implemented.	1 Meeting held to facilitate partnership agreement for Adam Kok Farms.	1 Meeting held to facilitate partnership agreement for Adam Kok Farms.	Fully Achieved: 1 Signed partnership agreement between Ntinga and SEDA for farmer development (training on market access, quality standard required by Adam Kok Farms	None.	None	Signed Partnership Agreement.	Divisional Head: Trading Enterprises
	3.3.2 Number of signed and implemented off-take agreements for purchase of livestock produce by Adam Kok Farms.			-	None. New Target	1 Off-take agreement signed and implemented.	1 Meeting held to facilitate Off-take agreement for Adam Kok Farms.	1 Meeting held to facilitate Off-take agreement for Adam Kok Farms.	Not Achieved.	Branding challenges experienced by farmers who can supply Adam Kok with livestock either via heifer exchange or purchase making it difficult to have off take agreements with small scale farmers.	From Quarter 2, Ntinga has already embarked on an initiative to hold farmer's information and branding sessions to assist farmers with applications for branding, branding of their animals and to conduct heifer exchange. This was	Signed Off-take Agreement.	Divisional Head: Trading Enterprises
3.4 Develop, Support and promote SMMEs as a catalyst for economic development and growth and	3.4.1 Rand value of total FDI attracted into O.R.Tambo region.	RAFI, EDC		RAFI Programme	None. New Target	R10 million attracted	No Target set for this period	No Target set for this period	N/A	N/A	N/A	Signed Partnership Agreements.	Manager: PMO

innovation by 30 June 2021.	3.4.2 number of new Domestic Investors attracted into O.R. Tambo region	Investment Promotion and Facilitation		1 New Domestic investor attracted into O.R. Tambo region	None. New Target	1 New Domestic investor attracted into O.R. Tambo region	1 Meeting held to facilitate new Domestic Investor into O.R. Tambo region	1 Meeting held to facilitate new Domestic Investor into O.R. Tambo region	Over Achieved: four meetings were held (1) with Meshwell PTY LTD on 23rd July 2018 in support of development within the district municipality-Coffee Bay in particular, (2) with Nthako Diamonds Pty Ltd on 13 september 2018, (3) meeting held with SANTOZA who wants to develop an up-market restaurant in KFPM and (4) with Ingquza Hill Local Municipality on 6th December 2018	Two more meetings were secured, two more opportunities for meetings came available.		Domestic Investment Facilitation Report	Chief Executive Officer
	3.4.3 Establishment of an effective and fully functional O.R. Tambo Cooperative Development Centre (ORTCDC)	O.R. Tambo CDC		ORTCDC	Interim Steering Committee in place chaired by the Ntinga CEO	Establishment of an effective and fully functional O.R. Tambo Cooperative Development Centre (ORTCDC)	Incorporation of ORTCDC & Recruitment of the Centre Manager	establishment of the Operation Centre and recruitment of the ORTCDC Board	Partially Achieved: ORTCDC has been successfully incorporated, the Centre Manager has been appointed and the centre has been opened and is operational.	The board has not been established, however by 14th December 2018, prospective members have already submitted applications. Time constraints contributed to the delay.	Applications will be processed, and recruitment finalised in the third quarter.	ORTCDC quarterly reports	Manager: PMO
	3.4.4 Number of new sustainable SMME's/ Cooperatives facilitated	O.R. Tambo CDC	2_3.2_4_P28	- Facilitate and promote entrepreneurship development and	None. New Target	14 new sustainable SMME's supported	No Target set for this period	No Target set for this period	N/A	N/A	N/A	ORTCDC and PMO quarterly reports	Manager: PMO
3.5 Provide training and skills development to the co-operatives and targeted groups within the region	3.5.1 Provide Training and Skills development to the SMME's, Cooperatives and Targeted groups within the region	UIF Training and Skills Development		Number of training interventions provided to the SMM's, Cooperatives, ex-mine workers, military veterans, unemployed youth, women and disabled	None. New Target	3 training sessions provided for the the SMM's, Cooperatives, ex-mine workers, military veterans, unemployed youth, women and disabled	development of business plans for resource mobilisation	appointment of training and skills development service providers	Fully Achieved: Three business plans were developed (1) submitted to the UIF, (2) submitted to Harmony Gold, and (3) submitted to the South African National Defence Force. Funding proposal submitted to UIF and a proposal submitted to Harmony Gold in support of the SMMEs, ex-mine workers, military veterans, unemployed youth, women and disabled. Seven Training and Skills service providers were	N/A	N/A	PMO quarterly reports	Manager: PMO

STRATEGIC GOAL 4 Dynamic, Capable and Sustainable State Owned Company.																	
Strategic Objectives	Key Performance Indicator	Project Names	Indicator Code	Interventions	Baseline 2017/18	2018/19 Annual Performance Target	Quarter 1 : Target (01 July 2018 - 30 September 2018)	Quarter 2: Target (01 October 2018 - 31 December 2018)	Actual Performance	Performance Variance & Reasons	Corrective Measure	Means of Verification	Custodian				
4.1 Ensure Business Processes, Tools and Systems that support implementation of the Strategy and continued viability of the organisation by 30 June 2021.	4.1.1 Sound Financial Management and Accurate reporting	P30 Financial Management, Systems and Reforms	3_4.1_1_P30	- Financial management and reporting. - Supply Chain Management reforms and Oversight. - Asset Management.	Draft annual budget prepared for Board approval and submission to the parent municipality by 31 January each year.	Prepare 2019/2020 draft budget for Board approval and submission to the parent municipality by 31 January 2019.	No target set	No target set	No target set for period	Not Applicable	Not Applicable	Draft budget / Board resolution and proof of submission to parent municipality	Chief Financial Officer				
					Final annual budget approved by Board by 31 May each year.	Board approved Credible final budget by 31 May 2019	No target set	No target set	No target set for period	Not Applicable	Not Applicable	Approved budget / Board resolution					
					Monthly budget control reports prepared within 7 working days after the end of every month.	Monthly and quarterly budget reports prepared within 7 working days after the end of every month.	Prepare three monthly budget control reports and one quarterly report within 7 working days after the end of every month.	Prepare three monthly budget control reports and one quarterly report within 7 working days after the end of every month.	Fully Achieved: Monthly budget control reports and one quarterly reports are prepared within 7 working days after the end of every month.	None	Not Applicable	Monthly and quarterly reports approved by Accounting Officer.	Chief Financial Officer				
					Quarterly finance reports prepared within 30 days after the end of the quarter.	Prepare quarterly finance reports within 30 days after the end of the quarter.	Prepare 2017/2018 fourth quarter finance report within 30 days after the end of the quarter.	Prepare 2018/2019 first quarter finance report within 30 days after the end of the quarter.	Fully Achieved: First Quarter finance report prepared and presented to both the Board of Directors as well as the parent municipality.	None	Not Applicable	Quarterly finance reports.	Chief Financial Officer				
					Board of Directors adopted Mid-year budget & performance assessment report with recommendations	Mid-year budget & performance assessment report with recommendations submitted to Board of Directors by 20 January.	Mid-year budget & performance assessment report with recommendations submitted to Board of Directors by 20 January 2019.	No target set	No target set	No target set for period	Not Applicable	Not Applicable	Mid-year assessment report.	Chief Financial Officer			
					- Review of finance related policies and standard operating procedures (SOP). - Clean administration. - Audit of Annual Financial Statements. - Responding to A-G Queries.	Audit Action Plan to resolve audit queries developed	Develop audit action plan to resolve audit queries	No target set.	Develop audit action plan to resolve audit queries.	Fully Achieved: Audit action plan developed.	None	Not Applicable	Audit Action Plan	Chief Financial Officer			
					Unqualified audit report	Obtain unqualified audit report from Auditor General	Obtain unqualified audit report from Auditor General	No target set.	Obtain unqualified audit report from Auditor General.	Fully Achieved: Unqualified audit opinion obtained from Auditor General.	None	Not Applicable	Audit Report	Chief Financial Officer			
					4.1.2 Rand Value of investment income collected			100% collection of budgeted revenue.	R2 070 950 investment income collected.	R2.5m investment income collected.	R700 000 investment income collected.	R600 000 investment income collected.	Partially achieved: R785 243 investment income collected.	Grant invoices to the municipality are issued by the end of the first week of the month. However, they are paid after 30 days. Under-collection in own revenue streams negatively affects performance on this target.	Follow ups are done with the parent municipality when there are delays in grant payments. Management is implementing to improve revenue generation. Lastly, cashflows are monitored closely in order to make	Investment register	Chief Financial Officer
					4.1.3 Annual Financial Statements submitted to Auditor General by 31 August			- Preparation of credible ledger accounts up to Statement of Financial Position. - Submission of Annual Financial Statements to the Audit and Risk Committee & Auditor General	Annual Financial Statements prepared by 31 August.	Prepare and submit Annual Financial Statements to the Auditor General by 31 August 2018.	Prepare and submit Annual Financial Statements to the Auditor General by 31 August 2018.	No target set.	Fully Achieved: Annual financial statements were prepared and submitted to both the Auditor General and the Parent Municipality by 31 August 2018.	None	Not Applicable	Investment register	Chief Financial Officer
					4.1.4 % of suppliers paid within 30 days from date of invoice			Reconciliation of creditors with supplier statements & processing of journals	Suppliers paid within 30 days from date of invoice.	100% of suppliers paid within 30 days from date of invoice	100% of suppliers paid within 30 days from date of invoice.	100% of suppliers paid within 30 days from date of invoice.	Fully Achieved: Suppliers are always paid within a period of 30 days. The arrangement is that payments to suppliers are made on a weekly basis. In an event there are any queries, they are documented and discussed with suppliers.	None	Not Applicable	Supplier payment vouchers.	Chief Financial Officer
4.1.5 %Procurement Done with local suppliers			Compile Annual Procurement Plan and SCM Report	35% of Procurement done with local suppliers	60% of Procurement done with local suppliers	Compile 2018/2019 Annual Procurement Plan by 31 July 2018.	No target set.	Partially achieved: Not all Entity's departments have made inputs towards preparation of the annual procurement plan.	There are varying degrees in appreciating the importance of procurement planning.	During this quarter we are to conduct an internal awareness workshop on procurement processes. Secondly, the Entity is implementing term contracts in order to prevent delays in sourcing goods and services.	Annual procurement plan.	Chief Financial Officer					

						60% of Procurement done with local suppliers	60% of Procurement done with local suppliers	Partially Achieved: The 30 % target of awards to local suppliers was partially achieved.	On certain occasions local suppliers fail to deliver ordered goods and services and have to be cancelled. In addition, during this period high value procurements were done through the open bidding process and they cannot be restricted to local suppliers.	We make use of website as well as the notice board when advertising some of pur procurements. This contributes towards making information accessible to local suppliers. The parent municipality's initiatives on enterprise development will assist in this regard. Management is still required to cooperate by preparing their	SCM Paragraph 6 reports.	Chief Financial Officer
4.1.6 Asset Register compiled and updated.			- Management of municipal assets & Maintenance of fixed asset register. - Physical verification & updates on the asset register	Asset register updated monthly and physical verification conducted by 31 July 2018 and 31 January 2019.	Asset register compiled and updated monthly.	- Update asset register monthly. - Conduct physical verification of assets by 31 July 2018.	Update asset register monthly.	Fully Achieved: Asset register updated. Physical verification of assets conducted.	None	Not Applicable	Updated Asset Register	Chief Financial Officer
4.1.7 Annual Review of the Strategic Plan	P32 Corporate Governance	4_4.1_2_P33	Review Strategic Goals and Objectives Risk Management review Register/ top ten strategic risks	Annual review of strategic plan by May 2019	Annual review of the strategic plan by 30 April 2019	No target set for this period	No target set for this period	No target set for period	None	Not Applicable	Signed reviewed Strategy	Chief Executive Officer
4.1.8 Number of compliance reports	P33 Legal Compliance	4_4.1_2_P33	- Number of performance reports submitted to the Board of Directors and ORTDM	4 Quarterly performance reports, 1 midterms performance assessment report and 1 annual performance report	Four quarterly performance , one Midterm and one Annual Performance reports submitted to the Board of Directors and ORTDM	2018/2019 fourth quarter performance report , Annual Performance Report, submitted to the Auditor General, Board of Directors and ORTDM	2018/2019 first quarter performance report, Midterm Performance Assesment report and Final Annual Report submitted to the Board of Directors and ORTDM	Fully Achieved: 1st Quarter Performance Report was submitted to ORTDM and to Board of Directors. Not Applicable: (Midterm Performance Assesment report and Final Annual Report).	Midterm Performance Assesment report was erroneously place under the target for the second quarter instead of third quarter	The SDBIP has been reviewed which will cater for the target that were misplaced in the second quarter.	Performance reports and Proof of submission	Chief Executive Officer
4.1.9 Implementation of Performance Management Systems, monitoring and evaluation	P32 Corporate Governance	4_4.1_2_P33	Number Monthly Senior Management and Extended Management Meetings	Monthly Senior Management and Extended Management Meetings	12 Monthly Senior Management and 12 Extended Mangement Meetings	3 Monthly Senior Management and 3 Extended Mangement Meetings	3 Monthly Senior Management and 3 Extended Mangement Meetings	Partially Achieved: in Total 12 Meetings were Achieved during the Midterm period. Though not all Extended Management Meetings took place as planned	3 Extended Management Meetings were not held during the Midterm period.	The SDBIP has been since reviewed and number of Extended Management Meetings have been revised for the third and fourth quarter.	Attendance registers, Signed Management and Extended Management Minutes	Chief Executive Officer
4.1.10 Number of Board and Board Committee Meetings attended	P32 Corporate Governance	z	-Number of Board meetings - Number of ARC meetings - Number of HRRC meetings - Number of SDIC meetings - Ntinga Annual General Meeting	Board Meetings ARC Meetings HRRC Meetings SDIC Meetings Annual General Meeting Shareholders Meetings	- 5 Board meetings - 6 ARC meetings - 4 HRRC meetings - 4 SDIC Meetings - 1 Successful Annual General Meeting - 2 Shareholders' Meetings - 2 SEC Meetings	- 1 Board Meeting - 2 ARC Meeting - 1 HRRC Meeting - 1 SDIC Meeting - 1 SEC Meeting	- 1 Board Meeting - 2 ARC Meeting - 1 HRRC Meeting - 1 SDIC Meeting - 1 Shareholders' Meeting	Partially Achieved: The following meetings were held in the midterm period: 1 Board Meeting, 2 ARC Meeting, 1 HRRC Meeting, 1 SDIC and 1 SEC, Achieved: SDIC- 22 October 2018 HRRC- 23 October 2018 ARC- 24 October 2018 Board- 31 October 2018 ARC- 28 November 2018	1 Shareholders Meeting was not held in the second quarter due to time constrains.	The next Shareholders meeting will be held during the third quarter	Signed Board, Board Committee, AGM and Shareholders Meetings Minutes	Company Secretary

STRATEGIC GOAL 4													
Dynamic, Capable and Sustainable State Owned Company.													
Strategic Objectives	Key Performance Indicator	Project Names	Indicator Code	Interventions	Baseline 2017/18	2018/19 Annual Performance Target	Quarter 1 : Target (01 July 2018 - 30 September 2018)	Quarter 2 : Target (01 October 2018 - 31 December 2018)	Actual Performance	Performance Variance & Reasons	Corrective Measure	Means of Verification	Custodian
4.2 Create and Maintain administrative capacity through recruitment, PMS and good governance for effective and functioning of SOC	4.2.1 Number of policies and SOPs reviewed	Review of policies and SOP		Review of policies and SOP	4 Policies reviewed in 2017/18	Review all policies and SOPs by 30 September 2018	Review all policies and SOPs by 30 September 2018	Approved Policy Handbook	Partially Achieved: All Corporate Services Policies had been reviewed and adopted by the Board on the 14th November 2018 Developed 11 new policies which were adopted by the Board on the 8th August and 14th November 2018 Policy Handbook is in a draft form	Waiting for other institutional policies to be incorporated in the handbook before binding it	Policies from other departments will be submitted in the next ordinary board meeting for adoption	Reviewed policies. Board Resolution . Policy Handbook	Head: Corporate Services
	4.2.2 Date by which performance agreements are signed.	Signing of performance agreements by Senior and Middle Managers.		Development and implementation of Performance Management System.	Performance agreements signed for Senior Managers and Middle Managers	7 Senior Managers Signed performance agreements by 31/07/2018. 9 Middle Managers Signed performance agreements by 31/07/2018.	Signing of performance agreements by 7 Senior and 9 Middle Managers.	No target set	Fully Achieved: 7 Senior Managers Signed performance agreements by 31/07/2018. 9 Middle Managers Signed performance agreements by 31/07/2018.	None	Not Applicable	Signed performance agreements	Head: Corporate Services
	4.2.3 Number of performance reviews conducted.	conduct Performance reviews		Conduct Performance assessments	Performance assessments conducted for Senior Managers	7 Performance assessments conducted for Senior Managers. 9 Performance reviews conducted for Middle Managers.	16 Quarterly performance assessments conducted for Senior Managers	16 Quarterly performance assessments conducted for Senior Managers & Middle Managers.	Partially Achieved 4 Quarterly performance assessments conducted for Senior Managers 3 Quarterly performance assessments conducted for Middle Managers	Managers were busy attending to Auditor General and Critical Meetings, and we could not secure the dates for assessments	All assessments will be conducted in Q3 including mid-term assessment	Signed performance assessment reports.	Head: Corporate Services
	4.2.4 No of training interventions implemented	Development and implementation of WSP		Training & development(Implementation of the WSP)	6 Training interventions conducted	20 training interventions conducted by June 2019	Conduct trainings as per WSP implementation plan	Conduct trainings as per WSP implementation plan	Fully Achieved: -3 employees attended CPMD pivotal programme. -1 employee attended ODETDP Course -6 employees attended Premier Payroll and Leave training programme. -2 employees attended Labour Law Seminar. -1 employee attended Land Indaba Seminar. -1 employee attended Incubation Seminar	None		Signed WSP -Implementation report	Head: Corporate Services
	4.2.5 Number of budgeted vacant posts filled	Filling of Critical funded posts		Recruitment of critical posts	Number of vacancies posts filled	11 budgeted posts filled	6 budgeted posts filled	5 budgeted posts filled	Over Achieved: -13 budgeted positions filled - Water Systems Engineer, Head Trading Enterprises, 5 Artisans, ICT Support Specialist, Trade & Investment Officer, 3 Security Officers and Communications & PR Officer)	We absorbed three Security Officers which were budgeted contract workers and now employed permanently	Not Applicable	Appointment Letters	Head: Corporate Services
	4.2.6 Upgraded and compliant server room	upgrade server room to comply with ISO 27001 standards		Server room upgrade	Server room not compliant with ISO 27001 standards	Server room upgraded by 30 June 2019	procurement of service provider	Construction of server room	Partially Achieved: Service Provider not yet appointed, awaiting letter, adjudication has been finalised	Due to time constraints the Letter for Service Provider was prepared later in December 2018 and not yet signed, the appointment will be done early in January 2018	construction will commence in Q3	Completion Certificate	Head: Corporate Services
	4.2.7 Approved ICT Masterplan by the Board	Development of ICT Master Plan		Development of ICT Master Plan	ICT Masterplan not in place	Approval of ICT Master Plan by the Board	Consultation with stakeholders (Departments)	Develop ICT Masterplan	Fully Achieved: Consultation has been done with stakeholders and the development of the plan is in progress	None	Not Applicable	Board approved ICT Master Plan	Head: Corporate Services