

2017/18 Annual Performance Plan

Strategic Goal	Strategic Objective	Priority Area	Projects	Indicators	Activities	Measurement Source and Frequency	Budget	Baseline	Annual Target	Portfolio of evidence	Identified Risks
Governance, Board Support and Legal Services											
1. Ensure Governance, Board Support, Compliance and Legal Services within Aspire	1.1 Aspire being a Good and Effective Service Organisation	Governance	Board Effectiveness	Minutes of AGM	1. Organise and host an AGM	1. Minutes of the AGM	R 0	Prior year AGM	Facilitate the AGM	1. Agenda and minutes from AGM, attendance register	
		Board Support and Reporting	Coordinate functioning of Board oversight structures	No of Board meetings conducted per financial year	1. Ensure Board meetings are held as per board calendar 2. Report to Board on a quarterly basis	Quarterly board and committee minutes	R 736,889	Previous Years Board meetings	Scheduled Board and Committee meetings and special meetings as and when required	Minutes of meetings of the Board and sub committees	No Quorum
		Compliance	Compliance checklist	Percentage compliance	1. Ensure compliance with key legislations (Companies Act, MFMA, MSA) and Board and sub committee charters	Compliance checklist updated quarterly	R 0	Current Compliance Audits	100% compliance	Updated compliance checklist	Non compliance
Corporate Services											
2. Create and Efficient Corporate Services Environment at Aspire	2.1 To provide seamless support to ASPIRE business processes based on best practice and technology to serve customers	Human Resources	Employment Equity	No. of programs implemented as per Employment Equity Plan	1. Implement the Employment Equity Plan	Quarterly Reports	R 0	No programs implemented	1. Employment Equity plan implemented	Quarterly reports	Non Compliance with EE Act.
			Organisational Development	Approved organogram	1. Re-engineering of the organisation 2. Change Management	Quarterly Reports	R 0	Prior year organogram	1. Re-engineered organisation with an approved organogram	Minutes of board meeting	Resistance to change from staff
			Occupational Health and Safety Policy	No. of Health and Safety activities implemented	1. Implement Occupational Health and Safety	Quarterly Reports	R 0	No activities implemented	1. Health and Safety implemented	Quarterly reports	Non Compliance with OHS Act.
			Recruitment and Retention	Staff recruited as required	1. Implement the Recruitment, Selection and Placement Policy	Quarterly Reports	R 25,000	Prior year recruitment drives	1. Recruitment, Selection and Placement implemented	Quarterly reports	Budget availability
			1	No. of initiatives implemented	1. Implement the Workplace Skills Plan	Quarterly Reports	R 320,000	100% spent	1. Workplace Skills Plan Implemented	Quarterly reports	Budget availability
		Performance management	Performance reporting, monitoring and evaluation	No. of Quarterly organisational performance assessments conducted	1. Conduct 4 organisational performance assessments 2. Submit the mid year performance report	Quarterly Performance Assessment Reports	R 0	Q4 2014/15 Performance Assessment report	1. Quarterly performance assessment reports 2. 1 mid-year assessment report in terms of section 72 of the MFMA	Quarterly performance reports Mid year report and proof of submission	1. Inability to fully implement the APP and gather evidence 2. Not being prepared for the AG audit.
				Submission of annual report	1. Implement the Annual Report plan	Proof of submission	R 0	Approved 2014/15 Annual report	1. Annual report for prior year finalised and approved by Board and submitted to ADM by 31 December	Annual Report, Minutes of Board meeting indicating approval, Proof of submission	Funding
		Administration	Risk Management	No. of programs implemented as per Risk Master Plan	1. Implement Risk Management	Quarterly Reports	R 0	Prior year risk register	Reduction in the severity of risks	Updated risk register	Budget availability to implement mitigating factors
			Information and Communication Technology	No or ICT programs implemented	1. Manage the IT infrastructure 2. Relaunch the website 3. Data management	Quarterly Reports	R 0	None	1. IT Infrastructure assessed and IT strategy developed 2. Website relaunched as per budget availability 3. Ensure data management systems are developed and communicated to staff	1. Approved IT strategy 2. New website on line 3. Data Management Procedure and proof of communication to staff	Budget availability
			Office Administration	Relocated offices	1. Office relocation	Quarterly Reports	R 0	None	Aspire offices moved to new location if applicable	New offices	Budget Availability

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	2.2 Ensure that Aspire is a development partner of choice	Communication	Stakeholder Management	No. of programs implemented as per the Communications, Marketing and Reputational Management Strategy	1. Repositioning of the Aspire Brand	Quarterly Reports	R 0	No	1. Aspire brand repositioned		Budget availability

Finance and Supply Chain

3. Ensure compliance with Finance and Supply Chain Policies within Aspire	3.1 To ensure sound and sustainable management of Aspire finances	Finance and Budget Management	Budgets	Approved budget	1. Develop an Annual Budget	Monthly reports supported by evidence	R 0	2016/17 Section 87 reports	1. Annual budget approved by the Board 2. Adjusted budget approved by the Board	1. Minutes of board meeting 2. Minutes of board meeting	Underfunding for both projects and administration
			Annual Financial Statements	Financial statements compliant with MFMA and GRAP submitted to Auditor-General by 31st August annually	Development of Annual Financial Statements	Annual Financial Statement report to Board	R 0	15/16 audited AFS	16/17 Annual Financial Statements submitted to Auditor-General and ADM	Proof of submission	Non compliance with GRAP and MFMA
	3.2 Ensure efficient and effective procurement of goods and services	Procurement	Supply Chain Management	No of deviations, Value of irregular, Fruitless and wasteful and unauthorised expenditure	1. Implement the Supply Chain Management Policy	Quarterly reports supported by evidence	R 0	Prior year reports	Reduction in deviations and value of irregular, fruitless and wasteful and unauthorised expenditure	Registers indicating reduced total when compared to prior year	Aspire not adhering to its SCM Policy
			Contract Performance	No. of Reports submitted to Board on contractual commitments and performance of service providers	1. Develop a clear procurement plan and time frames 2. Reporting on contractual commitments 3. Report on the performance of service providers	Quarterly reports supported by evidence	R 0	Prior year reports	4 Reports submitted to Board on contractual commitments and performance of service providers	Minutes of board meeting	Non performance of contractors
	3.3 Ensure a Financial Sustainable organisation	Sustainability	Funding	No of initiatives as per the financial recovery plan	1. Implement the Financial recovery plan	Quarterly reports	R 0	Nil	Financial Recovery Plan implemented and initiatives monitored	Report of Financial Recovery Plan implementation	
	3.4 To ensure clean and accountable governance in the district by 2017	Audit	Audit action plan	No of audits as per Audit action Plan	1. Implement the audit action plan	Quarterly reports	R 0	Prior year audit action plan	% compliance with the audit action plan	Audit Reports vs Audit action plan	Adverse findings by the AG
MSCOA			Implementation of Municipal Standard Chart of Accounts (mSCOA)	mSCOA Implemented	1. Implement mSCOA	Quarterly reports	R 6,000,000	mSCOA Regulations	1. mSCOA Regulations Compliance	New GL based on mSCOA	Lack of funding
Assets			Asset Management and Tracking	Quarterly updated asset register verified to physical assets	Implement the Asset management policy	Quarterly reports	R 0	Prior year asset register	100% updated fixed asset register with all tagged/bar coded assets reconciled to the fixed asset register and the GL	Fixed asset register	Unidentified assets

Operations

4. Effective Project Management and Implementation	4.1 Regenerate small towns to increase economic growth through initiatives utilising the natural resources of Amathole	Small Town regeneration	Project management	Project deadlines met	1. Ensure Project Initiation 2. Ensure Project Conceptualisation 3. Ensure Planning undertaken for identified projects 4. Ensure Implementation of projects 5. Ensure monitoring and evaluation of projects 6. Ensure project exit and handover	Quarterly reports		Prior year quarterly reports	1. Ensure all projects are managed and implemented in line with project deadlines and according to plan	Quarterly reports	
			Handed over projects	No of projects handed over	1. Finalise close out report 2. Hand over project	Quarterly reports		Prior year quarterly reports	1. Four (4) projects are closed and handed over	Close out and handover report, signed handover agreement	Stakeholder buy in

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			Projects Implemented	No of projects implemented	1. Appoint a service provider 2. Initiate implementation of the project as per project timeline	Quarterly reports		Prior year quarterly reports	1 project implemented	1. Appointment letter 2. Quarterly reports	
			Business proposals	Number of business proposals submitted	1. Finalise business proposal 2. Submit business proposal to identified funder	Quarterly reports		Prior year quarterly reports	12 business proposals submitted	Business proposal and proof of submission	Investor confidence
			Feasibility studies	Number of feasibility studies conducted	1. Engage with stakeholders 2. Conduct research 3. Draft Feasibility report	Quarterly reports		Prior year quarterly reports	4 feasibility studies finalised	Feasibility studies	Stakeholder buy in, lack of funding
		Special Projects	Natural Resource Management (NRM)	No of programs implemented as per NRM business plan	1. Finalise close out report 2. Hand over project	Quarterly report	R6.9 million	317 jobs created, 450 Hectares cleared	NRM project is closed and handed over	Close out report and handover agreement	
			Adopt a Spot	No of programs implemented as per Adopt a Spot business plan	1. Finalise close out report 2. Hand over project	Close out and handover report		Prior year reports	Adopt a Spot project is closed and handed over	Closeout report and handover	