

PERFORMANCE AGREEMENT

Made And Entered Into By And Between:

THE ENTITY, SOUTH COAST TOURISM AND INVESTMENT ENTERPRISE (RF) SOC



As Represent By The Deputy Chairman of the Board

MRS. EJ CRUTCHFIELD



And

PHELISA MANGCU

(The Chief Executive Officer) (Employee)

FOR THE

FINANCIAL YEAR: 1 JULY 2022 - 30 JUNE 2023

PERFORMANCE AGREEMENT

ENTERED INTO AND BETWEEN:

The Municipal Entity of Ugu District Municipality, the South Coast Tourism And Investment Enterprise (RF) SOC herein represent by Elizabeth Joy Crutchfield (full name) in her capacity as Deputy Chairman of the Board hereinafter referred to as the Employer.

And

Ms. Phelisa Mangu, duly appointed by the Board as the Chief Executive Officer of the Municipal Entity of Ugu District Municipality, the South Coast Tourism and Investment Enterprise (RF) SOC (hereinafter referred to as The Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of either section 57(1) (a) of the Local Government: Municipal Systems Acts 32 of 2000 ("the System Act") or by virtue of being employed as a Manager. The Employer and the Employee are hereinafter referred to as "the Parties".

1.2 By virtue of having entering into a Contract of Employment between the parties, they are bound by the Individual and Organisational Performance Management System Framework of the Ugu District Municipality. The Individual Performance Management Framework requires that an annual performance Agreement/Workplan be entered into.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The Purpose of this Agreement is to -

2.1 Comply with the provisions of Section 57(1)(b),4(A), (4B) and (5) of the Systems Acts, and IPMS Framework as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his/her job;

2.6 Appropriately reward the Employee in accordance with the Ugu District Municipality's Individual performance management policy framework in the event of outstanding performance; and

2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

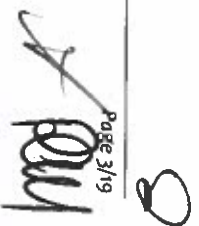
- 3.1 This Agreement will commence on the 1 July 2022 and will remain in force until 30 June 2023 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A1) sets out:
 - 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Entity Strategy, Budget and Service Delivery and Budget Implementation Plan of the Employer, and shall include key objectives; key performance indicators; target dates and weighting
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in Terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.



6 The Employee agrees to participate in the Performance Management and Development System that the Employer adopts.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

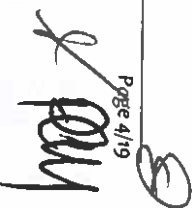
6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.

6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPA's covering the main areas of work will account for 80% and CMC's will account 20% of the final assessment.

6.3 The Employee's assessment will be based on his/her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A1), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

KEY PERFORMANCE AREAS (KPA'S)		WEIGHTING
Basic Service Delivery		
Municipal Institute Development and Transformation		10%
Local Economic Development (LED)		60%
Municipal Financial Viability and Management		20%
Good Governance and Public Participation		10%
Community & Social Development Services		
Total		100%



6.4 The CMCs will make the other 20% of the Employee's assessment score. CMC's that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGEMENT CRITERIA (CMC)	✓	WEIGHT %
1. Strategic Capability & Leadership		20
2. Programme & Project Management		5
3. Financial Management (Compulsory)		10
4. Change Management		
5. Knowledge Management		
6. Service Delivery Innovation		
7. Problem Solving & Analysis		10
8. People Management & Empowerment (Compulsory)		15
9. Client Orientation & Customer Focus (Compulsory)		10
10. Communication		15
11. Honesty & Integrity		15
CORE OCCUPATIONAL COMPETENCY (COC)	✓	WEIGHT %
1. Competence in Self-Management		20
2. Interpretation of and implementation within the legislation and national policy framework		20
3. Knowledge of developmental local government		15
4. Knowledge of Performance Management & Reporting		15
5. Knowledge of global & South African specific political, social and economic contexts		
6. Competency on policy conceptualisation, analysis and implementation		10
7. Knowledge of more than one functional municipal fields/discipline		10
8. Skills in mediation		
9. Skills in governance		10
10. Competence as required by other national line sector departments		
11. Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL		100%

✓
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7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A1) to this Agreement sets out-

7.1.1 The standards and procedures for evaluating Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to Paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

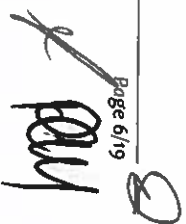
- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to Paragraph 7.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, CMC's and COC's:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicate that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	>150%
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	130 - 149%
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and	100 -129%



LEVEL	TERMINOLOGY	DESCRIPTION	RATING
		Indicators as specified in the Performance Agreement and Performance Plan.	
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicate that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	80 - 99%
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	>79%

7.7 For purpose of evaluating the performance of the Chief Executive Officer, an evaluation panel will be appointed by the Board.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September (year)
Second quarter : October – December (year)
Third quarter : January – March (year)
Fourth quarter : April – June (year)

8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure 'A1' from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Annexure A1 whenever the Performance Management System is adopted, implemented, and /or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

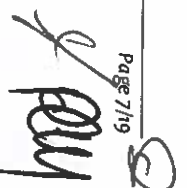
9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing development gaps is attached as Annexure A2.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

- 10.1.1 Create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;



10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 On the request of the Employee delegates such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in term of this Agreement; and

10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-

11.1.1 A direct effect on the performance of any of the Employee's functions;

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.4 A substantial financial effect on the Employer.

11.2 The employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12 MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

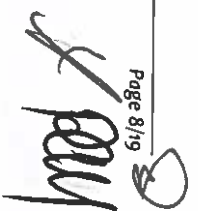
12.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve months (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall-

12.4.1 Provide systematic remedial of development support to assist the Employee to improve his or her performance; and

12.4.2 After appropriate performance and counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.



13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A1 may be available to the public by the Employer.

13.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Thus, done and signed at Pretoria on this the 28 day of Aug (Month) 2022 (Year)

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

2. /

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYER

2. /

ANNUAL PERFORMANCE PLAN, PERSONAL DEVELOPMENT PLAN & REVIEW FOR MANAGERS
The following annual management review on **Key Performance Areas (KPA)**, **Core Management Criteria (CMC)** and **Core Occupational Competencies (COC)** agreed to in each manager performance agreement has to be completed.
The annual performance appraisal involves the assessment of the achievement of results of the KPA's, CMC's and COC's in accordance with the five-point scale of (1-5).

RATING	DEFINITION OF SCORE
5	Outstanding performance
4	Performance significantly above expectation
3	Fully effective
2	Performance not fully satisfactory
1	Unacceptable performance

Period Under Review	
Surname	
Name	
Municipality	
Department	
Race	
Gender	
Employee Number	
Date Of Appointment	

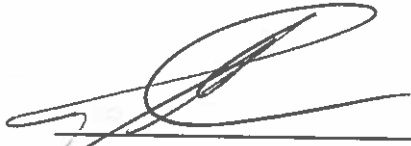
1. MANAGERS PERFORMANCE PLAN AND REPORT FOR THE YEAR UNDER REVIEW

KPA 2: MUNICIPAL INSTITUTE DEVELOPMENT & TRANSFORMATION : WEIGHTING 10%

KPA 3: LOCAL ECONOMIC DEVELOPMENT : WEIGHTING 60%

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT : WEIGHTING 20%

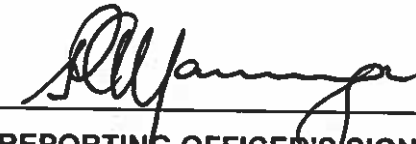
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION : WEIGHTING 10%



DEPUTY CHAIRMANS SIGNATURE

DATE: ~~30 July 2021~~

26 July 2022





REPORTING OFFICER'S SIGNATURE

DATE: 28 July 2022

2. EVALUATION ON THE CORE MANAGEMENT CRITERIA (CMC)

CMC's are based on the eleven core competencies - every Manager should be assessed against all those CMC's that are applicable to her/his job. Compulsory CMC's for Managers are highlighted below: (NOTE: Weight should be taken from the signed performance agreement for the year under review)

CORE MANAGEMENT CRITERIA (CMC)	WEIGHT %	MILESTONES/COMMENTS	OWN RATING (BY MANAGER) (1-5)	RATING BY PANEL MEMBER (1-5)
1. Strategic Capability & Leadership	20%			
2. Programme & Project Management	5%			
3. Financial Management (Compulsory)	10%			
4. Change Management				
5. Knowledge Management				
6. Service Delivery Innovation				
7. Problem Solving & Analysis	10%			
8. People Management & Empowerment (Compulsory)	15%			
9. Client Orientation & Customer Focus (Compulsory)	10%			
10. Communication	15%			
11. Honesty & Integrity	15%			
TOTAL	100%			


SCTIE Individual Performance Agreement 2022/23- Phelisa Mangcu


3. EVALUATION ON THE CORE OCCUPATIONAL COMPETENCY (COC)

CORE OCCUPATIONAL COMPETENCY	WEIGHT %	MILESTONES / COMMENTS	OWN RATING (BY MANAGER) (1-5)	RATING BY PANEL MEMBER (1-5)
1. Competence in Self-Management	20%			
2. Interpretation of and implementation within the legislation and national policy framework	20%			
3. Knowledge of developmental local government	15%			
4. Knowledge of Performance Management & Reporting	15%			
5. Knowledge of global & South African specific political, social and economic contexts				
6. Competency on policy conceptualisation, analysis and implementation	10%			
7. Knowledge of more than one functional municipal fields/discipline	10%			
8. Skills in mediation				
9. Skills in governance	10%			
10. Competence as required by other national line sector departments				
11. Exceptional and dynamic creativity to improve the functioning of the municipality				
TOTAL	100%			

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Phelisa

ANNEXURE A 2 PERSONAL DEVELOPMENT PLAN

AREA TO BE DEVELOPED	TYPE OF INTERVENTION	TARGET DATE	PERFORMANCE REVIEW FOR PDP		
			PROGRESS	BARRIERS	ACTIONS TO OVERCOME BARRIERS

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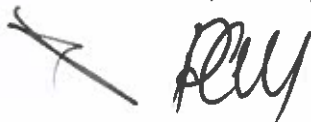
ANNEXURE A3: PERFORMANCE ASSESSMENT RATING

The assessment rating calculator will be used to add the scores and calculate a final KRA score (80%) and a final CMC & COC's score (20%)
The tables below should be completed by the summarized total of each panel member (NOTE: Weight should be taken from the signed performance agreement for the year under review)

KPA	Weight	Rating	Score
1. Basic Service Delivery	%		
2. Municipal Institutional development and transformation	10 %		
3. Local economic development	60 %		
4. Municipal financial viability and management	20 %		
5. Good Governance and Public Participation	10 %		
6. Community & Social Development Services			
Total	%		
x 80%			%

Core Management Competencies		Weight	Rating	Score
1.	Strategic Capability & Leadership	20		
2.	Programme & Project Management	5		
3.	Financial Management (Compulsory)	10		
4.	Change Management			
5.	Knowledge Management			
6.	Service Delivery Innovation			
7.	Problem Solving & Analysis	10		
8.	People Management & Empowerment (Compulsory)	15		
9.	Client Orientation & Customer Focus (Compulsory)	10		
10.	Communication	15		
11.	Honesty & Integrity	15		
Total		100 %		
x 20%				

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Core Occupational Competencies		Weight	Rating	Score
1. Competence in Self Management		20		
2. Interpretation of and implementation within the legislation and national policy framework		20		
3. Knowledge of developmental local government		15		
4. Knowledge of Performance Management & Reporting		15		
5. Knowledge of global & South African specific political, social and economic contexts				
6. Competency on policy conceptualisation, analysis and implementation		10		
7. Knowledge of more than one functional municipal fields/discipline		10		
8. Skills in mediation				
9. Skills in governance		10		
10. Competence as required by other national line sector departments				
11. Exceptional and dynamic creativity to improve the functioning of the municipality				
Total		100%		
x 20%				

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KPA	(A) SUB-TOTAL	(B) % OF ASSESSMENT	(A X B) TOTAL SCORE
KRA (Key Result Area)		80%	
CC (Conduct Criteria)		20%	
(C) FINAL SCORE			
FINAL SCORE IN PERCENTAGE (C / 5 X 100)			%

SIGNATURES OF MEMBERS OF THE EVALUATION PANEL

Chairperson : _____

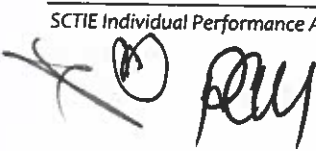
Member : _____

Member : _____

Member : _____


Member : _____

Signed in : _____ on _____ of _____ 20____




AGREEMENT TO PERFORMANCE AND DEVELOPMENT PLAN:

I agree with the objectives as set out in the above Performance and Development Plan and undertake to achieve the objectives as agreed on.

SIGNATURE: 
(Name of Manager: Phelisa Mangcu
Date: 23 July 2022

I undertake to support Phelisa Mangcu with the achievement of the above Performance and Development Plan



SIGNATURE: 
Name of Reporting Officer: EJ CRUTCHFIELD
Date: 30 July 2021 26 July 2022

FEEDBACK ON INFORMAL QUARTERLY REVIEW:

FEEDBACK	FROM	REPORTING	OFFICER
<hr/>			
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Signature of Reporting Officer		Signature of Deputy Chairman	
Date:		Date:	

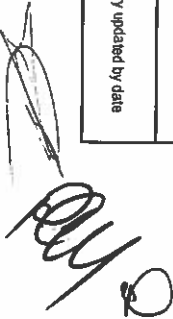
STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 1: MARKETING & COMMUNICATIONS

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	DEPARTMENT OWNER	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET:Q1	TARGET:Q2	TARGET:Q3	TARGET:Q4	PORTFOLIO OF EVIDENCE
DM1	Marketing & Communication	To position the KZN South Coast as an accessible, year-round, tourist and investment friendly destination, with diverse offerings through various approaches, methods and tools	1.1	Brand Positioning	1.1.1	Brand exposure	Tourism Marketing Manager	To harness Maximum exposure through travel and tourism platforms highlighting the diversity of the destination	Brand value of Brand Exposure in relation to the Marketing Budget	Rands	20 000 000	R1 100 000	5 000 000	5 000 000	5 000 000	5 000 000	Quarterly Brand Tracking Report reflective of the Advertising Value Equivalent (AVE)
					1.1.2		Investment Marketing Manager	To harness Maximum exposure through trade and investment platforms highlighting the diverse investment opportunities of the destination	Brand value of Brand Exposure in relation to the Marketing Budget	Rands	5 000 000	R150 000	1 250 000	1 250 000	1 250 000	1 250 000	Quarterly Brand Tracking Report reflective of the Advertising Value Equivalent (AVE)
					1.1.3	Themed Seasonal Campaigns & Consumer Targeted Promotions	Tourism Marketing Manager	To facilitate themed seasonal campaigns and consumer targeted promotions during the year, to address seasonality.	Themed seasonal campaigns and consumer promotions held	Number	4		1	1	1	1	Themed Seasonal Campaign Report
					1.1.4	Port Shepstone Business Hub	Investment Marketing Manager	To position Port Shepstone as a business hub through exposure instances.	Exposure instance profiling Port Shepstone as a business hub.	Number	4		1	1	1	1	Quarterly Brand Tracking report with evidence of exposure for Port Shepstone as a business hub
					1.1.5	Niche Markets Promotion focusing on Tourism	Tourism Marketing Manager	To position KZN South Coast as a destination to host Meetings, Incentives, Conferences and Events(MICE)	Exposure instance profiling KZN South Coast as a destination for MICE	Number	2	R3 514 000	0	0	1	1	Quarterly Brand Tracking report with evidence of MICE promotion
					1.1.6			To promote the South Coast to as the Golf Coast through print and online media exposure during the year	Golf Tourism promotions	Number	4		1	1	1	1	Quarterly Brand Tracking report with evidence of Golf promotion
					1.1.7			To promote the South Coast for AgriRural tourism through print and online media exposure during the year	AgriRural Tourism promotions	Number	1		0	0	1	0	Quarterly Brand Tracking report with evidence of AgriRural tourism promotion
					1.1.8			To promote the South Coast as a destination with diverse adventure experience offerings. EG: Diving, Raceway, MTB, 4x4	Exposure instance profiling the destination	Number	4		1	1	1	1	Quarterly Brand Tracking report with evidence of Diverse adventure promotion
					1.1.9			To generate MICE leads, and submit bids, to host meetings, incentives conferences and events in the south coast during the year. (Meetings, incentives, conferences, exhibitions)	MICE leads generated	Number	2	R44 826					Evidence of Mice leads generated
					1.1.10	Niche Markets Promotion focusing on Investment Opportunities	Investment Marketing Manager	To promote the South Coast as a destination with diverse investment opportunities focusing on Agriculture	Exposure instance profiling the destination for investment on Agriculture	Number	1		1				Quarterly brand tracking report with evidence of exposure instance on Agriculture
					1.1.11			To promote the South Coast as a destination with diverse investment opportunities focusing on Property Development. E.g. Techno Hub	Exposure instance profiling the destination for investment in Property Development	Number	1			1			Quarterly brand tracking report with evidence of exposure instance on Property development
					1.1.12			To promote the South Coast as a destination with diverse investment opportunities focusing on Manufacturing	Exposure instance profiling the destination for investment in Manufacturing	Number	1	R150 000			1		Quarterly brand tracking report with evidence of exposure instance on Manufacturing
					1.1.13			To promote the South Coast as a destination with diverse investment opportunities focusing on Maritime	Exposure instance profiling the destination for investment in Maritime	Number	1					1	Quarterly brand tracking report with evidence of exposure instance on Maritime
					1.1.14			To promote the South Coast as a destination with diverse investment opportunities focusing on Kwazulu Caves	Exposure instance profiling the destination for investment in Kwazulu Caves	Number	2		1		1		Quarterly brand tracking report with evidence of exposure instance on Kwazulu Caves
					1.1.15			To promote the South Coast as a destination with diverse investment opportunities focusing on Umzimba River Trails	Exposure instance profiling the destination for investment in Umzimba River Trails	Number	2		1				Quarterly brand tracking report with evidence of exposure instance on Umzimba River Trails
					1.1.16	Packaging	Tourism Marketing Manager	To create and showcase diverse tour packages during the year	South Coast Tour Packages created to improve geographic spread for tourists	Number of tour packages created	4	Operational	1	1	1	1	Tour packages developed
					1.1.17		Tourism Marketing Manager	To participate/facilitate in marketing workshops which may be virtual, to stimulate the development of tour packages to the South Coast	Marketing workshops participated in during the year	Number of Workshops	2	R120 000	1		1		Report on the Workshop held submitted by the Manager
					1.1.18	Tourism Trade Shows and Exhibitions	Tourism Marketing Manager	To participate in Exhibitions & Shows. E.g. SATSA, SACCI, Meetings Africa, TME, WTM Africa and Indaba during the year	Domestic exhibitions and trade shows as per annual plan/calendar participated	Number of exhibition/trade shows as per plan	6		0	1 SATSA	3. Meetings Africa, TME - Durban, SACCI	2. Indaba: WTM Africa	Report on the Domestic Show / Exhibition participation submitted by the Manager
					1.1.19	Consumer Shows	Tourism Marketing Manager	To participate in Domestic Consumer Shows during the year	Domestic consumer shows participated in the year	Number	1	R108 869				1 Royal Show	Report on the Consumer Show attended submitted by the Manager
					1.1.20	Sector specific trade shows and exhibitions	Investment Marketing Manager	To participate in exhibitions, shows, conferences and other relevant activation platforms to market the investment opportunities	Representation achieved at Sector Specific platforms	Number	2	R100 000			1	1	Report on the attendance and outcomes of the platform attended, submitted by the Manager

STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 1: MARKETING & COMMUNICATIONS

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	DEPARTMENT OWNER	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET: Q2	TARGET: Q3	TARGET: Q4	PORTFOLIO OF EVIDENCE	
			1.2	Public Relations	1.2.1	Brand Activations	Tourism Marketing Manager	To stage seasonal beach and hinterland activations and campaigns to promote South Coast offerings and experiences during the year	Beach and Hinterland activations staged during the year	Number of Activations	4	R227 920.00	1	1	1	1	Beach & Hinterland event activation report submitted by the Manager	
					1.2.2	Investment Marketing Manager	To stage investment activations at key locations during the year	Investment activations staged during the year	Number of Activations	2	R130 000		1		1	Report on the investment activations staged submitted by the Manager		
					1.2.3	Thought Leader	Tourism Marketing Manager	To position the Entity as a thought leader in the tourism sector and the investment offerings in the region through participating in various platforms that communicate its objectives and build its identity during the year	Published articles/posts in the local newspapers and national publications or platforms.	Number of Inserts Published	24	Operational	6	6	6	6	Quarterly brand tracking report with evidence of published articles and inserts	
					1.2.4	Investment Marketing Manager		Published articles/posts in the local newspapers and national publications or platforms.	Number of Inserts Published.	8	Operational	2	2	2	2	Quarterly brand tracking report with evidence of published articles and inserts		
					1.2.5	All Managers		Quarterly newsletters or Mass Mailing communication distributed to all Stakeholders	Number of Newsletters distributed	4	R33 000.00	1	1	1	1	Statistical report confirming the distribution of the Newsletters		
					1.2.6	Tourism Marketing Manager & Investment Marketing Manager	To create Tourist and Investor Friendly Awareness Campaign focussing on the Residents of the South Coast	Quarterly report identify the Tourist and Investor Friendly Awareness Activities undertaken by the Entity	Number of reports	4	R420 000.00	1	1	1	1	Quarterly report on the Tourist and Investor Friendly awareness campaign submitted by the Manager		
					1.2.7	Tourism Marketing Manager & Investment Marketing Manager	To effectively update businesses on Covid 19 developments in Tourism	Push notifications communicated to businesses	Number of Push Notifications facilitated	12	Operational	3	3	3	3	Screenshot and or photo of the Push Notification circulated.		
					1.3	Trade & Media Fan Trips	Tourism Trade & Media Manager	To host Tourism Trade and Media to experience the destination	Familiarisation Trips hosted during the year	Number of trips hosted	16	R320 000	4	4	4	4	Fan Trip report as well as supporting evidence	
					1.3.2	Investment Trade & Media Fan Trips	Investment Marketing Manager	To host sector specific Trade, potential Investors and Media on investment site visits	Familiarisation Trips hosted during the year	Number of trips hosted	2	R129 761		1		1	Fan Trip report as well as supporting evidence	
					1.4	Information Services and support	Tourism Marketing Manager	To ensure efficient and effective visitor information services	Effectively managed and updated information	Quarterly VIS Report	4	Operational	1	1	1	1	Quarterly VIS Report submitted by the Manager	
					1.4.2	Investment Services	Project Manager	To be a One-Stop-Shop service to investors, providing investment, facilitation and aftercare, which is geared at fast-tracking projects and reducing government red-tape.	Effectively managed and updated information	Quarterly Investment Services Report	4	Operational	1	1	1	1	Quarterly Investment Services Report submitted by the Manager	
					1.5	E-Marketing	Tourism Marketing Manager	To efficiently manage the Entity owned digital channels (website, social media and mobile app) and ensure information is updated	Quarterly Content (New and Maintenance) updated	Quarterly report referencing updates	4		1	1	1	1	Quarterly Digital Reports submitted by the Manager	
					1.5.2		Tourism Marketing Manager	To effectively share VIC services through the www.visitkznsouthcoast.co.za Destination Website	Quarterly VIC portal updates on website	Quarterly reporting referencing Website updates	30 Oct 2020		1	1	1	1	Screenshot Evidence of VIC Portal on website	
					1.5.3		Investment Marketing Manager	To effectively provide information to potential investors the www.visitkznsouthcoast.co.za Investment Website	Investment website updated quarterly	Quarterly reporting referencing Website updates	4		1	1	1	1	Quarterly Investment Services website update report submitted by the Manager	
					1.5.4		Tourism Marketing Manager	To effectively enhance COVID 19 Portal with messaging informing and encouraging Covid 19 compliance	Covid 19 portal on website updated	Updated Covid 19 Portal reports	4	R1 368 600	1	1	1	1	1	Quarterly Covid 19 Portal reports submitted by the Manager
					1.5.5	Online Trends and Analysis	Tourism Marketing Manager	To manage digital information platforms	Quarterly Monitoring and Trend analysis reports completed.	Number of Reports	4		1	1	1	1	1	Quarterly Digital Reports submitted by the Manager
					1.5.6	Online Trends and Analysis	Investment Marketing Manager	Online trends and analysis - Understanding Visitor and Investor interests and trends	Quarterly Monitoring and Trend analysis reports completed	Number of Reports	4		1	1	1	1	1	Quarterly Digital Reports submitted by the Manager
					1.6	Marketing Material	Tourism Promotional Material/Collateral	Tourism Marketing Manager	To showcase diverse destination tourism offerings on Collateral and promotional material	Promotional Material and Collateral Produced	% of budget	50%	R400 000	0%	0%	25%	50%	Expenditure Report & Evidence of Materials
1.6.2	Investment Promotional Material/Collateral	Investment Marketing Manager	To showcase diverse destination investment offerings on Collateral and promotional material	Promotional Material and Collateral Produced	% of budget	50%	R60 000	0%	0%	25%	50%	Expenditure Report & Evidence of Materials						
1.6.3	Production of South Coast information material	Tourism Marketing Manager	To provide updated and relevant information related to tourism, print and digital	SC Experience, Accommodation Routes, Niche products produced.	By Date	15 June 2023	R310 000	0			15-Jun-23	Evidence of SC Information produced and available by date						
1.6.4		Tourism Marketing Manager		Updated Event Calendar on destination Website	Number of updates	4	Operational	1	1	1	1	1	Screenshot evidence of updated Events Calendar on website by the end of each quarter					
1.6.5		Tourism Marketing Manager		High Quality Marketing Images Sourced-focussing on Tourism	By Date	15 December 2022 and 15 June 2023.				15-Dec-22		15-Jun-23	Image library updated by date					



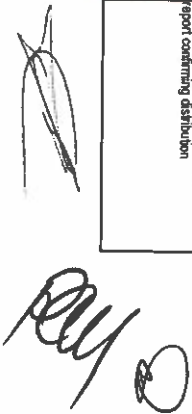
STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 1: MARKETING & COMMUNICATIONS

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	DEPARTMENT OWNER	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET:Q2	TARGET:Q3	TARGET:Q4	PORTFOLIO OF EVIDENCE
					1.6.6		Tourism Marketing Manager	To provide updated and relevant information related to investment potential print and digital	High Quality Video footage focusing on Tourism	By Date	15 December 2022 and 15 June 2023			15-Dec-22		15-Jun-23	Video Library updated by date
					1.6.7		Investment Marketing Manager		Investment Portfolio	By Date	15 June 2023.	R103 487				15-Jun-23	Investment Portfolio produced by date
					1.6.8		Investment Marketing Manager		High Quality Marketing images Sourced for investment opportunities	By Date	15 December 2022 and 15 June 2023.			15-Dec-22		15-Jun-23	Image library updated by date
					1.6.9		Investment Marketing Manager		High Quality Video footage focusing on Investment	By Date	15 December 2022 and 15 June 2023.			15-Dec-22		15-Jun-23	Video Library updated by date
					1.7	Brand Tracking	1.7.1	Tourism Marketing Manager	Efficient and Effective image and reputation monitoring (including social media) by a media monitoring service provider with the quarterly output of brand tracking reports	Quarterly Brand Tracking Report/Number of Reports	4	R112 212	1	1	1	1	Quarterly Brand Tracking Reports submitted by the end of each quarter



STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 2: DEVELOPMENT

STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 2: DEVELOPMENT																																		
PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	DEPARTMENT OWNER	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET Q1	TARGET Q2	TARGET Q3	TARGET Q4	PORTFOLIO OF EVIDENCE																	
					2.2.9		Project Manager	To support Agriculture products for further training and skills development (from RASET project completed 2022)	Report on the number of training and skills development activities undertaken	Number	4		1	1	1	1	Quarterly report on the training initiatives undertaken for the development of the RASET farmers submitted																	
	SMME Development & Support	Facilitate the integration of emerging entrepreneurs into tourism industry and encourage transformation through various support initiatives planned as sub-projects	Access to Information	2.3.1	Business Information & Intervention Support	Tourism Development Manager	Covid 19 Compliance for tourism sector businesses	To assist SMME's and Businesses requiring support	Work with Department of Health & Environmental Services to create and implement awareness drives to be Covid 19 compliant	Number of reports on the work undertaken	4	Operational	1	1	1	1	Quarterly Implementation reports submitted																	
																																Quarterly Implementation reports submitted to the CEO		
																			2.3.2															Quarterly Implementation reports submitted to the CEO
																				2.3.3	One-Stop Shop	Project Manager	To establish a One-Stop-Shop, for investors to provide investment opportunities, fast tracking investment and the reduction of governmental red tape	One-Stop-Shop established	Number of quarterly reports on the businesses assisted	4	R250 000.00	1	1	1	1	Report submitted to the Board on the One-Stop-Shop established.		
																					SMME Support	Tourism Development Manager	To update Tour Guide Association Members on trends in the industry and to prepare them to service the Domestic and International Markets	Capacitate Tour Guides and Tour Operators through the Association	Quarterly reports	4	R199 000.00	1	1	1	1	Quarterly report on the support provided to the Association Members		
																				2.3.4		Tourism Development Manager	To support crafters with platforms to display and sell their products.	Number of platforms for local crafters to exhibit and sell their products	10	R60 000.00	2	3	2	3	Report and evidence on the number of platforms provided			
																				2.3.5		Tourism Development Manager	To assist the Agricultural products to widen and diversify their business scope to include Tourism	Integrate agricultural products into Tourism	Number	2	R100 000.00	1	1	1	1	Report on the Integration of Agricultural Product Integrated into the Tourism sector submitted		
																					Business Support	Quality Assurance & Accreditation	Tourism Development Manager	To encourage the improvement of service quality to Tourism establishments	Number of Awareness engagements with Tourism establishments	2	R50 000.00	1		1		Report on the Awareness session undertaken submitted		
	Youth Development, Support & Interventions	Partner with tertiary institutions, government and or private sector to create exposure for youth into the working environment	2.4	Job Opportunities for Unemployed	2.4.1	Youth Exposure to Work Environment	All Managers	To provide support to government departments on programs pertaining to the implementation of Youth Development	Report on the support provided to Youth	Number	2	R100 000.00	1	1	1	1	Reports submitted by the Managers of the project																	
	Destination Appeal	To motivate for effective development and maintenance of all relevant infrastructure and facilities by relevant municipalities and government departments (e.g. Beaches, Roads, Airport etc)	2.5	Destination Infrastructure	2.5.1	Destination Appeal	Project Manager	To motivate for the availability and maintenance of infrastructure	Quarterly Progress Report tabled at Board.	Number	4	Operational	1	1	1	1	Quarterly reports submitted																	
		To motivate for installation and maintenance of all relevant signage by relevant municipalities and government departments		Signage	2.5.2		Project Manager	To drive the importance of signage installation and maintenance on routes and beaches	Quarterly Progress Report tabled at Board.	Number	4	Operational	1	1	1	1	Quarterly reports submitted																	
		To ensure business facilities meet industry standards through liaising with product owners and relevant industry owners to improve quality and meet industry standards		Covid-19 Compliance	2.5.3		Project Manager	To drive the importance of government Covid-19 protocols to businesses	Communication to business on the importance of Covid Clean measures	Quarterly newsletters	4	Operational	1	1	1	1	Covid Clean measures incorporated into the Newsletter, with evidence of Statistical report confirming distribution																	



STRATEGIC OBJECTIVE: DESTINATION MANGEMENT : KEY PERFORMANCE AREA 3: RESEARCH																		
USCT PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	USCT PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	OWNER	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET : Q1	TARGET : Q2	TARGET : Q3	TARGET : Q4	PORTFOLIO OF EVIDENCE	
3	Market Research	Collect and utilise credible data for strategic usage towards the achievement of business objectives	3.1	Data collection and analysis	3.1.1	Trend Research	Tourism Marketing Manager	Obtaining KZN South Coast Data with regards to Seasonal footprint	Research findings	Number of reports	4							
					3.1.2	The Entry Product Database	Tourism Marketing Manager	To maintain a Tourism Product Database for the UGU District (Members & Non-Members)	Tourism Product Database Maintained	Database Maintained by date	15 June 2023	R170 248.00	0	0		15 June 2023.	Delivery and Date of Delivery.	
					3.1.3	Target Market Identification	Tourism Marketing Manager	To identify the KZN South Coast Target Market	Research report on the KZN South Coast Target Market	Completed Research Report by date	15 June 2023.		0	0		15 June 2023.	Delivery and Date of Delivery.	





STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT: KEY PERFORMANCE AREA 04: STAKEHOLDER MANAGEMENT																				
PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	Owner	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE		
4	Stakeholder Relations	Develop and maintain relations with key stakeholders in the public and private sector to ensure effective implementation of programs	4.1	Membership	To encourage Tourism businesses to be Compliant in terms of the EDTA legislative requirements	4.1.1	Grow Membership Base	Tourism Marketing Manager	To encourage compliance with legislation, and grow membership base	To increase the paid Membership base	Number	200	Operational	60	70	50	20	Report on the number of July paid up Members submitted		
			4.2	Business Relations	To strengthen relations with Area Committees, Amakhosi, Ratepayers Association and Business Associations/Chambers to ensure effective implementation of programs	4.2.1	Area Committees meetings	Tourism Development Manager	To ensure that the Area Committees are aware and contribute to the programs of the Entity	Quarterly report on Area Committees and Amakhosi engagements undertaken	Number	4	Operational	1	1	1	1	Report on the progress on the improved relations and awareness on the tourism product with the community		
						4.2.2	Ratepayer Association Participation	Project Manager	To ensure that the Ratepayers Associations are aware and contribute to the programs of the Entity where applicable	Quarterly report on Ratepayer Association engagements undertaken	Number	4	Operational	1	1	1	1	Report on the quarterly engagements with the Ratepayer Association submitted		
						4.2.3	Business Associations/ Chamber meetings	Investment Marketing Manager	To ensure that Business Associations/ Chambers are aware and contribute to the programs of the Entity	Report on Business Associations and Chambers engagements undertaken	Number	2	Operational	1	1	1	1	Report on the Business Association / Chamber engagement undertaken and submitted		
			4.2.4	Meetings with Area Committee Chairpersons	All Managers	To host at least one meeting per quarter with area committee chairpersons	One meeting per quarter	Meeting per quarter	4	Operational	1	1	1	1	Minutes of meeting and Attendance Register					
			4.3	Relationship building	To strengthen relations and create awareness about the work of the Entity	4.4.1	Road Shows	All Managers	Host destination local stakeholder networking, information development and information platforms (Area Road Shows)	To host a minimum of Road Shows	Number	R200 000.00		1	1	1	1	Report on the Stakeholder Road Show undertaken submitted		
			4.4	Government relations	To participate in stakeholder information and development platforms.	4.5.1	Government departments	All Managers	To participate in provincial and national stakeholder development and information platforms.	To participate in maximum of platforms.	Number	4	Operational	1	1	1	1	Attendance Registers / Participation summary (Agenda & Presentation when applicable)		
			4.5	Stakeholder Relations	To enable stakeholder good governance through effective and efficient decision-making, oversight and reporting.	4.6.1	Attendance of Municipal and IGR Platforms.	All Managers	To attend Municipal and IGR Platforms/Meetings.	Council Meetings & IGR Meetings attended	Number Attended	32	Operational	8	8	8	8	Attendance registers		

STRATEGIC OBJECTIVE : DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 5: FINANCE & ADMINISTRATION												
PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
5	Finance & Administration	To ensure that the Entity's administration is characterised by good financial management, good governance and compliance as well as adequate / required staff in order to achieve the intended outcomes according to plans	5.1	Performance Management	To develop and adopt credible strategic and operational plans previously aligned to government's planning cycle and prescripts.	5.1.1	Strategic Plan review	Reviewed Strategic Plan approved by Board by date	Date of Strategic Plan Approval	15 December 2023	Operational	Board Resolution of Approval
						5.1.2	Annual Performance Plan	Annual Performance Plan approved by Board by date	Date of Operational Plan Approval	31 May 2023	Operational	Board Resolution of Approval
						5.1.3	Performance Management	90% Targets/Annual KPI: Outputs Achieved	Planned KPI Outputs % Achieved.	90%	Operational	Audited Annual Performance Report
						5.1.4	Annual Report for USCT and USCDA adopted by Board 31 December	Annual Report for USCT and USCDA adopted by Board 31 December	Date of Annual Report Adoption	31 December 2022	Operational	Board Resolution of Adoption, submission to the Ugu District Municipality
						5.1.5		Mid-Year Performance Report adopted and submitted to the Ugu District Municipality by 20 January	Date of Mid-Year Report Adoption	20 January 2023	Operational	Board Resolution of Adoption, submission to the Ugu District Municipality
						5.1.6		Quarterly Performance Review reports submitted to Ugu District by the 5th of the New Quarter	Number of reports	4	Operational	Evidence of Submission to Ugu District Municipality
						5.2.1	Risk Management and Fraud Prevention	Completed Risk Register and Fraud Prevention Plan by 31 October	Date	30 October 2022	Operational	Risk Register and Fraud Risk Register submitted to the CEO by date
						5.2.2	Annual Audit Plan	Annual Audit Plan approved by 31 October	Date	31 October 2022	Operational	Board Resolution of Adoption
						5.2.3		Number of Quarterly Audit Committee sittings.	Number per quarter	4	RI08 B44	Audit Committee Minutes
						5.2.4		80 % of audit queries resolved per quarter.	Percentage of Resolved Audit Queries per quarter	80%	Operational	Quarterly Corrective Action Summation / Internal Audit Reports
						5.2.5	Auditor-General Management Report: USCCT	100% Annual Audit Plan Implementation	Percentage of Plan Implemented	100%	Operational	Audit Committee Minutes
						5.2.6		Auditor-General Management Report: USCCT	AG Report Opinion	Unqualified Audit	RI796 B81	AG Management Report Duly Signed off and Tabled.
						5.2.7		Auditor-General Management Report: USCDA	AG Report Opinion	Unqualified Audit	Operational	AG Management Report Duly Signed off and Tabled.
						5.2.8	Statutory Compliance	100% Statutory compliance for Board meetings	Percentage Compliance	100%	Operational	Board Minutes
						5.2.9		CIPC updated with regards to Board of Directors appointments and terminations	CIPC updated with regards to Board of Directors appointments and terminations	100%	Operational	Confirmation of changes effected to CoR 39.
						5.2.10		Completion of Annual Return and AFS submission to CIPC	Completion of Annual Return and AFS submission to CIPC	30 April 2023.	Operational	Confirmation of submission to CIPC
						5.2.11	Reviewed and updated Operational Policies Approved by date	AGM with the Parent by date	31 March 2023.	Operational		Agenda and Attendance Register for the AGM held, with Minutes from previous meeting held.
						5.2.12		Reviewed and updated Operational Policies Approved by date	31 May 2023.	Operational	Resolution by the Board by date	
						5.3.1	Budget Planning	Budget Related Policies approved by date	By date	31 May 2023.	Operational	Board Resolution Adopting Budget Policy
3	Finance	To ensure good budgeting, financial management according to legislation				5.3.2	S88: Mid Year Budget & Performance assessment report approved by date	By date	20 January 2023.	Operational	Board resolution for the approval of the S88 Mid Year Performance assessment report, and submitted to Ugu District Municipality	



STRATEGIC OBJECTIVE : DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 5: FINANCE & ADMINISTRATION																
PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL Budget	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
						5.3.4		First draft budget submitted to Ugu District Municipality 150 days before the start of the financial year	By Date	31 January 2023.	Operational			31 January 2023.		Evidence of first Draft Budget tabled, and Submission to Ugu DM.
						5.3.5		Revised draft budget submitted to Ugu. 100 days before the start of the financial year	By date	23-Mar-23	Operational			23 March 2023.		Evidence of first Draft Budget tabled, and Submission to Ugu DM.
						5.3.6		Annual Budget approved by the Board 30 days before the start of the financial year	By Date	31 May 2023.	Operational				31 May 2023.	Board Resolution of Approval of Draft Budget & submission to Ugu
						5.3.7	Financial In-Year Reporting	12 Monthly Reports compiled and submitted by deadline.	Number of Reports by deadline.	12	Operational	3	3	3	3	Reports with submission dates.
						5.3.8	Annual Financial Statements	Draft AFS of USCDA submitted to AG by date	Draft AFS submitted to AG by Date	31 August 2022.	Operational	31 August 2022.				Draft AFS submitted to AG with acknowledgement of receipt.
						5.3.9		Draft AFS of USCT submitted to AG by date	Draft AFS submitted to AG by Date	31 August 2022.	Operational	31 August 2022.				Draft AFS submitted to AG with acknowledgement of receipt.
						5.3.10		Adopted Annual Financial Statements of USCT and USCDA adopted by the Boards by date	Adopted AFS by date	31 December 2022.	Operational		31 December 2022.			Board Resolution of AFS Adoption.
						5.3.11		Operational Expenditure	80% operational expenditure to plan.	% operational expenditure to plan.	80%	R3 199 305.94	80%	80%	80%	80%
						5.3.12		Staff Salaries paid monthly by 25th	12 x Salary Payments by date	25 th Monthly	R10 880 352	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	Salary Reports by date
						5.3.13		Board Fees paid monthly by 25th	12 x Payments by date	25 th Monthly	R846 229	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	Salary Reports by date
						5.3.14	Capital Expenditure	% capital expenditure to plan.	% capital expenditure to plan	50%	R171 000	50%	50%	50%	50%	Quarterly Reports.
						5.3.15	Frutless & Wasteful Expenditure	Less than 1% Frutless and Wasteful expenditure	Budget % spend frutless and wasteful expenditure	Less than 1%	Operational	Less than 1%	Less than 1%	Less than 1%	Less than 1%	Board Reports and Minutes, and Register.
						5.3.16	Unauthorized Expenditure	Less than 1% unauthorised expenditure	Budget % spend unauthorised expenditure	Less than 1%	Operational	Less than 1%	Less than 1%	Less than 1%	Less than 1%	Board Reports and Minutes, and Register.
						5.3.17	Grant Funding	100% grant funding received as per plan.	% received to plan	100%	R29 909 606	100%	100%	100%	100%	Quarterly reports
						5.3.18	Received Revenue to Plan	90% revenue received as per Annual Revenue Budget	% revenue received to plan	90%	R620 208	30%	70%	80%	90%	Quarterly Reports
						5.3.19	Revenue Generation	To raise own revenue or support funding through various avenues to reach a 30/70 split in relation to grant funding from participating municipalities, over a five (5) year period	Revenue generated or support received	R560 000.00	Operational				5%	Report submitted to the CEO on the revenue and or support generated as a percentage of the Annual Grant budget received
						5.3.20	Annual Procurement Plan	100% SCM implementation to plan	% to plan implementation	100%	Operational	100%	100%	100%	100%	Quarterly Reports
						5.3.21	SCM Procedures	100% compliant implementation	% Compliance	100%	Operational	100%	100%	100%	100%	Quarterly Reports
						5.3.22	BBBEE Reporting	100% compliant implementation	% Compliance	100%	Operational	100%	100%	100%	100%	Quarterly Reports
						5.3.23	Asset Register	100% compliant Asset Register implementation	% Compliance	100%	Operational	100%	100%	100%	100%	Quarterly Reports
5.4	Corporate Services & HR	To ensure HR matters are compliant and enable core functions to be performed.				5.4.1	Staffing	100% posts in structure filed	% filed posts in structure	100%	Operational	100%	100%	100%	100%	Quarterly Reports
						5.4.2	Internships	To facilitate tertiary student internships during the year	Number of internships facilitated	6	R106 080	6	0			Confirmation letter of appointment to Internship
						5.4.3	Staff Development	Plan Development by date	Date	30 December 2022	Operational					Quarterly Reports
						5.4.4	Staff Performance	100% relevant staff with signed annual performance plans by date of 31 July	% staff with signed annual plans by 31 July	100%	Operational	0	30 December 2022.0		100%	Duly Signed Annual Performance Plans
						5.4.5		Implementation Individual Performance Management Systems (IPMS)	% Implementation of IPMS	100%	Operational		100%		100%	Quarterly Performance Reports

STRATEGIC OBJECTIVE : DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 5: FINANCE & ADMINISTRATION																
PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL Budget	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
			5.5	Entity Amalgamation	Ensure that legal requirements are met with the closure of USCT and USCDA Companies	5.5.1	USCT/USCDA Amalgamation	Ensure the two entities of USCT and USCDA are de-registered for relevant statutory and legislative profiles	De-registration and Closures by date	30 June 2023	Operational	1	1	1	30 June 2024	Quarterly reports to the new Entity and Boards of USCT and USCDA on the status of the final deregistration to the entities

