

PERFORMANCE AGREEMENT

Made And Entered Into By And Between:

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



As Represented by the Chief Executive Officer

Ms. PHELISA MANGCU

And

Ms. NKULULEKO HLONGWANE

(Investment & Development Manager)

For the period

01 July 2023 - 30 June 2024

Handwritten signature: P.M. N.Z.H. re TP

PERFORMANCE AGREEMENT

ENTERED INTO AND BETWEEN:

The Municipal Entity of Ugu District Municipality, South Coast Tourism and Investment Enterprise (RF) SOC herein represent by Phelisa Mangcu in her capacity as Chief Executive Officer (hereinafter referred to as the Employer or Reporting Officer

And

Nkululeko Hlongwane, Employee of the Municipal entity of 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 South Coast Tourism and Investment Enterprise (RF) SOC. 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 South Coast Tourism and Investment Enterprise (RF) SOC's performance management policy framework in the event of outstanding performance; and

N.Z.H. [Signature] 22

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 2023 and will remain in force until 30 June 2024 whereafter 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's 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.

R N.Z.H
[Signature]
2024

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	20%
Local Economic Development (LED)	40%
Municipal Financial Viability and Management	10%
Good Governance and Public Participation	30%
Community & Social Development Services	
Total	100%

N.Z.H.
R.M. TP
22

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		
2. Programme & Project Management		25%
3. Financial Management (Compulsory)		15%
4. Change Management		
5. Knowledge Management		
6. Service Delivery Innovation		
7. Problem Solving & Analysis		20%
8. People Management & Empowerment (Compulsory)		10%
9. Client Orientation & Customer Focus (Compulsory)		10%
10. Communication		10%
11. Honesty & Integrity		10%
		100%
CORE OCCUPATIONAL COMPETENCY (COC)	√	WEIGHT %
1. Competence in Self-Management		10%
2. Interpretation of and implementation within the legislation and national policy framework		15%
3. Knowledge of developmental local government		15%
4. Knowledge of Performance Management & Reporting		10%
5. Knowledge of global & South African specific political, social and economic contexts		10%
6. Competency on policy conceptualisation, analysis and implementation		10%
7. Knowledge of more than one functional municipal fields/discipline		10%
8. Skills in mediation		10%
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%

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 Annual Plan.

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.

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 7.5.3) 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%

TP N.Z.H
RM
re

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 Manager: Finance, HR and Administration, an evaluation panel will be appointed by the Board of Directors

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.

N.Z.H. [Signature]

10. OBLIGATIONS OF THE EMPLOYER

The Employer shall:

- 10.1 Create an enabling environment to facilitate effective performance by the Employee;
- 10.2 Provide access to skills development and capacity building opportunities;
- 10.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.4 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
- 10.5 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
 - 11.1.3 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.

N.Z.H.
22
TP

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 SCTUE Offices on this the 28 day of July (Month) 2023 (Year)
Port Shepstone

AS WITNESSES:

1.  _____
2.  _____

 _____
EMPLOYEE

AS WITNESSES:

1.  _____
2.  _____

 _____
EMPLOYER

1. 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 KRA'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	
Salary Package	

N.Z. H. P. M. 2020

Core Management Competencies	Weight	Rating	Score
1. Strategic Capability & Leadership			
2. Programme & Project Management	25 %		
3. Financial Management (Compulsory)	15 %		
4. Change Management			
5. Knowledge Management			
6. Service Delivery Innovation			
7. Problem Solving & Analysis	20 %		
8. People Management & Empowerment (Compulsory)	10 %		
9. Client Orientation & Customer Focus (Compulsory)	10 %		
10. Communication	10%		
11. Honesty & Integrity	10 %		
Total	100 %		
x 20%			

N.Z.H
22
11

4. 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	10%			
2. Interpretation of and implementation within the legislation and national policy framework	15%			
3. Knowledge of developmental local government	15%			
4. Knowledge of Performance Management & Reporting	10%			
5. Knowledge of global & South African specific political, social and economic contexts	10%			
6. Competency on policy conceptualisation, analysis and implementation	10%			
7. Knowledge of more than one functional municipal fields/discipline	10%			
8. Skills in mediation	10%			
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%			

5. ANNEXURE A1 Annual Performance Plan


N.Z.H
Z. Kelly

7. 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	20 %		
3. Local economic development	40 %		
4. Municipal financial viability and management	10 %		
5. Good Governance and Public Participation	30 %		
6. Community & Social Development Services	%		
Total	%		
x 80%			%

N.Z.H
 H 2.11
 pay
 ZC


Core Occupational Competencies		Weight	Rating	Score
1. Competence in Self Management		10 %		
2. Interpretation of and implementation within the legislation and national policy framework		15 %		
3. Knowledge of developmental local government		15 %		
4. Knowledge of Performance Management & Reporting		10 %		
5. Knowledge of global & South African specific political, social and economic contexts		10 %		
6. Competency on policy conceptualisation, analysis and implementation		10 %		
7. Knowledge of more than one functional municipal fields/discipline		10 %		
8. Skills in mediation		10 %		
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%				

N.Z.H
 Poly
 22

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____

N.Z.H

 20/



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

KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT : WEIGHTING 20%

KPA 3: LOCAL ECONOMIC DEVELOPMENT : WEIGHTING 40%

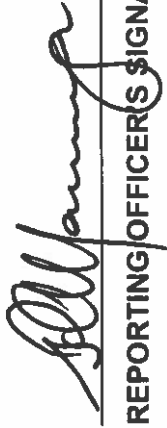
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT : WEIGHTING 10%

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION : WEIGHTING 30%



MANAGER'S SIGNATURE

DATE:



REPORTING OFFICER'S SIGNATURE

DATE:

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

DISTRICT STRATEGIC OBJECTIVE	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	REVISED SUB-PROJECT REF.	SUB-PROJECT	DEPARTMENT OWNER	IPMS for Managers	SUB-PROJECT OBJECTIVE	ANNUAL NET		ANNUAL BUDGET	ANNUAL TARGET				PORTFOLIO OF EVIDENCE	
											PERFORM- QUANTITY	UNIT OF MEASURE		PERFOR- MANCE	TARGET_Q1	TARGET_Q2	TARGET_Q3		TARGET_Q4
To grow the economy by an average of 7% annually, as reflected in GDP-R targets of 2027 R36 526 billion and a positive trade balance. And 2030 R40 793 billion and a positive trade balance	Marketing & Communication	To position the KZN South Coast as an accessible, year-round, land, air and investment friendly destination, with diverse offerings through various approaches, methods and tools	1.4	Information Services and support	1.4.2	1.4.2	Investment Services	Project Manager	N. Hlongwane	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	R200 000	1	1	1	1	Quarterly Investment Services Report submitted by the Manager
			1.8	Marketing Material	(1.1.21)	1.8.4.1	1.8.4.2	Production of South Coast information material	Project Manager & Investment Marketing Manager	N. Hlongwane	To provide updated and relevant information related to investment potential print and digital	Investment Brochure	By Date	15-Jun	R850 000	30 SEPT 2023	NA	NA	NA
								Project Manager & Investment Marketing Manager			Investment Prospectus	Number							Completed and approved Investment Prospectus

Handwritten signature and initials:
 [Signature]
 N.C.H.
 cc

DISTRICT STRATEGIC OBJECTIVE	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	RENSED PROJECT REF	PROJECT	SUB-PROJECT REF	RENSED SUB-PROJECT REF	SUB-PROJECT	DEPARTMENT OWNER	PM/SL for Managers	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR OUTPUT	UNIT OF MEASURE	ANNUAL RESOR. MANCE TARGET	ANNUAL BUDGET	TARGET Q1	TARGET Q2	TARGET Q3	TARGET Q4	PORTFOLIO OF EVIDENCE																				
To grow the economy annually, as reflected in GDP-R targets of 2023: R36 926 billion and a positive trade balance. And 2024: R40 769 billion and a positive trade balance	Tourism Development	Develop an inclusive and diverse tourist destination while addressing its competitiveness	21	21	Model Development	2.1.1	2.1.1	Model development and support for Umzimbezi	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for Umzimbezi project (various)	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	50%	R180 132	10%	20%	30%	50%	Quarterly Local Programme report on Umzimbezi projects																				
																					2.1.2	2.1.2	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for Umzimbezi project (various)	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	50%	R180 348	10%	20%	30%	50%	Quarterly Local Programme report on Umzimbezi projects						
																					2.1.3	2.1.3.1	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for KwaZulu-Cape	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	60%	R14 045	10%	25%	40%	60%	Quarterly Local Programme report on KwaZulu-Cape project						
																					2.1.4	2.1.3.2	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for KwaZulu-Cape	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	60%	R180 000	10%	25%	40%	60%	Quarterly Local Programme report on KwaZulu-Cape project						
																					2.1.5	2.1.3.3	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for KwaZulu-Cape	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	50%	R15 000	10%	20%	30%	50%	Quarterly Local Programme report on KwaZulu-Cape project						
																					2.1.6	2.1.3.4	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for KwaZulu-Cape	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	50%	R101 618	N/A	10%	10%	30%	50%	Quarterly Local Programme report on KwaZulu-Cape project					
																					2.1.7	2.1.4.1	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for Umzimbezi	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	60%	R82 100	10%	25%	40%	60%	Quarterly Local Programme report on Umzimbezi River Falls project						
																					2.1.8	2.1.4.2	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for Umzimbezi	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	60%	R5 000	10%	20%	30%	50%	Quarterly Local Programme report on Umzimbezi River Falls project						
																					2.1.9	2.1.5	Tourism Development Manager	N. Hlongwane	Active implementation of the development program for Umzimbezi	Progress from baseline of program developed in a minimum percentage implemented	Percentage of program developed implemented	60%	R168 000	1	2	2	1	Report of the QDO focus which has been reviewed						
																					2.2.1	2.2.1.1	Model development and support for Catalytic projects (SAIEC)	Investment & Development Manager	N. Hlongwane	Validation of investment nodes as defined municipalities	One node selected for investment (per local municipality)	0				Annual Target removed as completed 2023						Report on the Investment Node identified as the Local Municipality		
																					2.2.1.2	2.2.1.2	Model development and support for Catalytic projects (SAIEC)	Investment & Development Manager	N. Hlongwane	To monitor the implementation of the Municipal Assessment Program (SAIEC)	Report on the implementation of the program	4	R6 000			To be reviewed						Quarterly report on the implementation of the SAIEC program		
																					2.2.1.3	2.2.1.3	Model development and support for Catalytic projects (NSF)	Investment & Development Manager	N. Hlongwane	Oversee the implementation of the NSF capacity building programs	Report on the progress of the NSF capacity building programs	4	R19 948 000	1	1	1	1	1	1	1	1	Quarterly report on the implementation of the NSF capacity building programs		
																					2.2.2	2.2.2	Model development and support for Catalytic projects in Bay Mngweni	Investment & Development Manager	N. Hlongwane	To update engagements with relevant stakeholders to address challenges which have blocked the progress of the development	Reports on the engagements with relevant stakeholders to address challenges	4	R120 000	1	1	1	1	1	1	1	1	1	Quarterly progress report on the engagements undertaken	
																					2.2.3	2.2.3	Investment & Development Manager	N. Hlongwane	To update the signing of the lease for the Hebelembe Mixed Use project by 31 December 2023	Reports on the progress on the conclusion of the lease for the project by 31 December 2023	2	R2 000	1	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Quarterly progress report on the engagements undertaken		
																					2.2.4	2.2.4.1	Model development and support for Catalytic projects in Umzimbezi	Investment & Development Manager	N. Hlongwane	To update the status of Phase 2 of the KwaZulu-Cape project	Operational report of the Phase 2 Development of KwaZulu-Cape by date	20 September 2023	R0										Operational report on Phase 2 of the KwaZulu-Cape project by date	
																					2.2.4.2	2.2.4.2	Model development and support for Catalytic projects in Umzimbezi	Investment & Development Manager	N. Hlongwane	To monitor the investment at the KwaZulu-Cape project by participating in the Provincial Task Team meetings	Reports on the progress of the investment being undertaken at the KwaZulu-Cape project	2	R0										Reports submitted on the investments undertaken at KwaZulu-Cape by the Manager	
																					2.2.4.3	2.2.4.3	Model development and support for Catalytic projects in Umzimbezi	Investment & Development Manager	N. Hlongwane	To update the development of a business proposal for Phase 2 of Umzimbezi River Falls project	To identify the URF, lodge size and conduct site suitability study to package and present the URF Lodge investment opportunity to potential investors	4	R80 000	1	1	1	1	1	1	1	1	1	1	Report on the presentation done with the potential investors
																					2.2.4.4	2.2.4.4	Model development and support for Catalytic projects in Umzimbezi	Investment & Development Manager	N. Hlongwane	To update engagements with key stakeholders with relevant stakeholders (e.g. Umzimbezi, Umzimbezi, LAM)	Number of engagements undertaken with key stakeholders	4	R130 000	1	1	1	1	1	1	1	1	1	1	Quarterly report on the engagements undertaken with key stakeholders
																					2.2.5	2.2.5.1	Model development and support for Catalytic projects in Umzimbezi	Investment & Development Manager	N. Hlongwane	To ensure the submission of the Environmental Impact Assessment (EIA) application for the Falls project	Finalised Environmental Impact Assessment (EIA) by date	15 June 2024	R250 000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Finalised EIA approved by date
																					2.2.6	2.2.6.1	Support for RASET projects	Investment & Development Manager	N. Hlongwane	To assist the production capacity and access markets of the 3 farms participating in the RASET program and their requirements	Completed assessment report	4	R100 000	1	1	1	1	1	1	1	1	1	1	Quarterly report by the Manager on the project
																					2.2.7	2.2.8.2	Investment & Development Manager	N. Hlongwane	To update the market status of the farms participating in the RASET program	Number of farmers in market	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed
																					2.2.8	2.2.8.3	Investment & Development Manager	N. Hlongwane	To update the production capacity of RASET farms based on the assessment report completed	Number of RASET farms	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed
																					2.2.9	2.2.8.4	Investment & Development Manager	N. Hlongwane	To support agriculture projects for further clearing and site development (from RASET project completed 2023)	Report on the number of clearing and site development across undertaken	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed	Removed
2.3.1.1	2.3.1.1	Investment Attraction	Investment & Development Manager	N. Hlongwane	Direct engagements with potential investors and key stakeholders to spur the economic growth sectors	Number of direct engagements with potential investors to encourage investment from the District, EIC Cape Town Chamber of Commerce, HoReCa	2	R170 000	1	1	1	1	1	1	1	1	1	1	1	Report on the engagements undertaken by the Manager																				
2.3.2.1	2.3.2.1	Investment & Development Manager	N. Hlongwane	To update the development of a business proposal for investment opportunities identified through the Eastern Seaboard	Quarterly report on the progress of the business proposal that has been developed for the Renewable Energy projects with at least ONE sea approved	4	Operational	1	1	1	1	1	1	1	1	1	1	1	1	Quarterly report on the progress for Renewable Energy projects																				

N.Z.H
ZC
POM
K

STRATEGIC OBJECTIVE: DESTINATION MANAGEMENT : KEY PERFORMANCE AREA 3: RESEARCH																			
VECT PROGRAM	PROGRAM	PROGRAM OBJECTIVE	VECT PROJECT	PROJECT	SUBPROJECT	SUB-PROJECT	OWNER	IPMS for Managers	SUB-PROJECT OBJECTIVE	INDICATOR	MEASURE/REQUIREMENT	TARGET	ACCOMPLISHED BUDGET	TARGET: Q1	TARGET: Q2	TARGET: Q3	TARGET: Q4	PORTFOLIO OF EVIDENCE	
RP-F 3	Market Research	Collect and utilise credible data for strategic usage towards the achievement of business objectives	RP-F 3.1	Data collection and analysis	3.1.2.1	RELATED ECONOMIC INTELLIGENCE - Research	Investment & Development Manager	N. Hongwane	Obtaining KZN South Coast Data with regards to the Economy of the District	Number of research findings	Number of reports		R200 000	30	1	20	30	1	Economy of the District report
					3.1.4.1	The Entry Product Database	Investment & Development Manager	N. Hongwane	Create a database of potential investors	Number of potential investors on the Database	100 Potential investors on the Database		Operational	30	20	30	20	1	Database of potential investors created

N. N. H. R.
2023

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	REVISED SUB-PROJECT REF.	SUB-PROJECT	IPMS for Managers	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET: Q2	TARGET: Q3			
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 (unusually aligned to government's planning cycle and prescripts.	5.1.1	5.1.1	Strategic Plan review	N. Hongwane	Reviewed Strategic Plan approved by Board by date	Date of Strategic Plan Approval	Operational	N/A	N/A	N/A	30 April 2024.	Board Resolution of Approval	
						5.1.2	5.1.2	Annual Performance Plan	N. Hongwane	Annual Performance Plan approved by Board by date	Date of Operational Plan Approval	Operational	N/A	N/A	N/A	31 May 2024.	Board Resolution of Approval	
						5.1.3	5.1.3	Performance Management	N. Hongwane	90% Targets/Annual KPI: Outputs achieved	Planned KPI Outputs % Achieved	Operational	90%	90%	90%	90%	31 May 2024.	Annual Performance Report
						5.1.5	5.1.3.3		N. Hongwane	Mid-Year Performance Report adopted and submitted to the Ugu District Municipality by 20 January	Date of Mid-Year Report Adoption	Operational	N/A	N/A	20 January 2024.	0	Board Resolution of Adoption, submission to the Ugu District Municipality	
						5.1.6	5.1.3.4		N. Hongwane	Quarterly Performance Review reports submitted to Ugu District by the 30th of the New Quarter	Number of reports	Operational	1	1	1	1	Evidence of Submission to Ugu District Municipality	
						5.2.1	5.2.1	Risk Management and Fraud Prevention	N. Hongwane	Completed Risk Register and Fraud Prevention Plan by 31 October	Date	Operational	N/A	31 October 2023.	N/A	0	Risk Register and Fraud Risk Register submitted to the CEO	
						5.2.4	5.2.2.3	Annual Audit Plan	N. Hongwane	80% of audit queries resolved per quarter.	Percentage of Resolved Audit Queries per quarter	Operational	80%	80%	80%	80%	Quantity Corrective Action Submitted/ Internal Audit Reports	
						5.2.7	5.2.3.1	Auditor-General Management Report: USCOA	N. Hongwane	Auditor-General Management Report and Audit Finding: SCITE	AG Report Opinion	Operational	N/A	Unqualified Audit Opinion	N/A	N/A	AG Management Report Due Signed off and Tabled.	
						5.3.2	5.3.1.2	Budget Planning	N. Hongwane	SBB: Mid Year Budget & Performance assessment report approved by date	By date	Operational	N/A	N/A	20 January 2024		Board resolution for the approval of the SBB Mid Year Performance assessment report, and submitted to Ugu DM.	
						5.3.4	5.3.1.3		N. Hongwane	First draft budget submitted to Ugu District Municipality 150 days before the start of the financial year	By Date	Operational	N/A	N/A	31 January 2024.		Evidence of first Draft Budget tabled and Submission to Ugu DM.	
						5.3.5	5.3.1.4		N. Hongwane	Revised draft budget submitted to Ugu. 100 days before the start of the financial year	By date	Operational	N/A	N/A	23-Mar-24		Evidence of first Draft Budget tabled and Submission to Ugu DM.	
						5.3.15	5.3.6.1	Fruitless & Wasteful Expenditure	N. Hongwane	Less than 1% Fruitless and Wasteful expenditure	Budget % spend fruitless and wasteful expenditure	Operational	<1%	<1%	<1%	<1%	Board Reports and Minutes, and Register.	
						5.3.16	5.3.7.1	Unauthorised Expenditure	N. Hongwane	Less than 1% unauthorised expenditure	Budget % spend unauthorised expenditure	Operational	<1%	<1%	<1%	<1%	Board Reports and Minutes, and Register.	
						5.4.4	5.4.4.1	Staff Performance	N. Hongwane	100% relevant staff with signed annual performance plans by date of 31 July	% staff with signed annual plans by 31 July	Operational	100%	N/A	N/A	0	Duly Signed Annual Performance Plans	
						5.4.5	5.4.4.2		N. Hongwane	Implementation Individual Performance Management Systems (IPMS)	% Implementation of IPMS	Operational	100%	100%	100%	100%	Quarterly Performance Reports	

N.C.H.
zc [Signature]