

PERFORMANCE AGREEMENT

Made And Entered Into By And Between:

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



As Represented by the Chairman of the Board

MR. SANDILE DLOMO

And

VUSUMUZI INNOCENT SIBIYA

(Chief Executive Officer)

For the period

01 October 2024 — 30 June 2025

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PERFORMANCE AGREEMENT

ENTERED INTO AND BETWEEN:

The Municipal Entity of Ugu District Municipality, South Coast Tourism and Investment Enterprise (RF) SOC herein represent by Mr Sandile Dlomo in his capacity as Chairman of the Board, hereinafter referred to as the Employer or Reporting Officer

And

Vusumuzi Innocent Sibiya, 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 entered 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 System (IPMS) 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

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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 October 2024 and will remain in force until 30 June 2025 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 note and agree that the Annual Performance Review, for this performance contract will be done on a 9-month pro-rata basis, based on the annual salary package 1 October 2024 to 30 June 2025.

3.3 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.

3.4 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.5 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.

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%

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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		10
3. Financial Management (Compulsory)		10
4. Change Management		5
5. Knowledge Management		
6. Service Delivery Innovation		
7. Problem Solving & Analysis		5
8. People Management & Empowerment (Compulsory)		15
9. Client Orientation & Customer Focus (Compulsory)		10
10. Communication		15
11. Honesty & Integrity		10
		100%
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%

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%

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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 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.

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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.
- 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 Port Shepstone on this the 12th day of December (Month) 2024 (Year)

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

[Signature]
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	

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

KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT : WEIGHTING 10.....%

KPA 3: SERVICE DELIVERY : WEIGHTING 60.....%

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT : WEIGHTING 20.....%

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION : WEIGHTING 10.....%



MANAGER'S SIGNATURE

DATE:



REPORTING OFFICER'S SIGNATURE

DATE:

3. 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	10%			
3. Financial Management (Compulsory)	10%			
4. Change Management	5%			
5. Knowledge Management				
6. Service Delivery Innovation				
7. Problem Solving & Analysis	5%			
8. People Management & Empowerment (Compulsory)	15%			
9. Client Orientation & Customer Focus (Compulsory)	10%			
10. Communication	15%			
11. Honesty & Integrity	10%			
TOTAL	100%			

100%

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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	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. Competence as required by other national line sector departments	10			
11. Exceptional and dynamic creativity to improve the functioning of the municipality				
TOTAL	100%			

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5. ANNEXURE A1 Annual Performance Plan

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	% 10		
3. Local economic development	% 60		
4. Municipal financial viability and management	% 20		
5. Good Governance and Public Participation	% 10		
Total	% 100		
x 80%			%

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

I undertake to support Vusumuzi Innocent Sibiya with the achievement of the above Performance and Development Plan

SIGNATURE: _____
Name of Reporting Officer: **CHAIRMAN OF THE BOARD**
Date: _____

FEEDBACK ON INFORMAL QUARTERLY REVIEW:

FEEDBACK FROM REPORTING OFFICER:

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Signature of Reporting Officer
Date:

Signature of Manager
Date:

STRATEGIC OBJECTIVE: Goal 1: Investment Attraction: To market, promote, attract and facilitate investment																				
Ugu IDP REF	NAT. KPA	DISTRICT STRATEGIC OBJECTIVE	PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	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		
LED		To grow the district economy by an average of 2% annually over a five year period, as reflected in GDP-R target of R40 789 billion and a positive trade balance by 2030.	Goal 1	Investment	To grow and transform the economy of the district through investment and tourism attraction resulting in GFCF share of GDP-R achieving at least 2% increase by 2030 and increased tourists.	1.1.1	Investment Governance, packaging, enabling & facilitation	1.1.1.1	District Investment Framework: Strategy, Plan, Institutional Arrangements & SOPs	To develop and get approved a district investment framework, strategy, plan, institutional arrangements and SOPs to guide how investments are dealt with in an inclusive, strategic and structured manner ensuring accountability and clear role and responsibility definition by end January 2025	Approved by Board and Council Resolutions of Support by 30 January 2025.	Date of Approval	30 January 2025.	Operational	N/A	30 January 2025.	N/A	N/A	Board Resolution of Adoption by date	
						1.1.1.2				To drive the implementation of the district investment framework, implementation to achieve planned outputs and outcomes of the framework as from 1 February 2025 onwards.	R-Value of Investment considered & R-Value of Investment secured for 2024-2025 year	R-Value Considered R-Value Secured	R20 million	Operational	N/A	N/A	N/A	R50 million	Report submitted to the Board with attached evidence (Meeting Resolutions, Investor Commitment to Invest)	
						1.1.1.3				To consolidate existing business expansion and retention, and new business investment information bi-annually to lead into the state of the district economy report by due dates	Bi-Annual Investment Information: Investment queries, investment challenges, business retention, attraction, submitted to be included in State of the District Economy Report	Number of Investment Status Reports	2	Operational	N/A	1	N/A	1	Report submitted to the Board and onward submission to state of the district report	
						1.1.1.4				One Stop Shop/Investor Support Service	To provide a single point of call for potential investors and existing businesses wishing to invest further, to be enabled with ease to invest in the district	Number of reports on queries lodged (in-person & electronically) and related information (sector, outcome of assistance, etc.)	4	R88 500	1	1	1	Quarterly report to the Board of Directors		
						1.2.1				District Wide Catalytic Project Investment Packaging & Investment Facilitation	To package for investment Ugu Council Resolved district wide prioritised catalytic projects: - District Wide Renewable Energy - District Wide Broadband/Connectivity	Project Plans to package projects ready for investment facilitation - Developed Approved by 30 January 2025.	Approved 2 project plans by 30 January 2025	Approved 2 project plans by 30 January 2025	R807 383	N/A	N/A	2	N/A	Board resolution for the 2 approved project plans
						1.2.1.1				Eastern Seaboard investment packaging	To facilitate investment for Ugu Council Resolved district wide prioritised catalytic projects.	R-Value of Investment secured in the catalytic projects	R-Value	R50 million	R166 667	N/A	N/A	N/A	50 MILLION	Investor Statements of Commitment/Intent
						1.2.1.2				Eastern Seaboard investment facilitation	To facilitate investment in the above mentioned products arising from the Eastern Seaboard Programme Implementation	R-value of investment facilitated	Number	Two products packaged	Operational	N/A	N/A	N/A	2	2 packaged products presented to board
						1.2.1.3				Pre-2024 Strategy Projects	To develop & implement an approved project plan (to co-ordinate and lead in getting investment) for the following: - Reta Project - Umzumbi River Trails	Approved Project Plans with implementation timelines	Number	2	R530 000	N/A	N/A	N/A	2	Board of Directors approved Project Plans.
						1.2.3.1				Investment Packaging & Facilitation	To review each project plan in line with the signed Service Level Agreements in place with Local Municipalities, eg - Kwakolo Caves - John Mason Park Development - Murchison Mixed Use development - KwaNzimakwe KwaDama Nur Project Development - Hibberdene Mixed Use Development - Southbroom Beachfront Restaurant Precinct - St Michaels Entertainment Facility	Report on each project with resolutions taken by the previous Board (prior 01.10.2023), with a revised implementation plan where required.	Number	8	R269 128	1	2	2	3	Board of Directors approved Project Plans
						1.3.1				Investment Marketing, Attraction and Promotion	Shakabazazi Shisela Brand/Endorsement To expose and merge the brand of the South Coast to potential investors through print and online media throughout the year - through PR: - Port Shepstone Business Hub - Agriculture Value Add - Property Development - Manufacturing - Mining & Beneficiation - Maritime / Marine /Oceans Economy - Logistics (Airport / Storage) - Renewable Energy /Green Economy - Hinterland areas (Kwakolo Caves /UHN) - Other opportunities arising including from eastern seaboard	Brand value of Brand Exposure in relation to the Marketing Budget	Rands	R2 200 000	R660 000	1 500 000	1 500 000	2 100 000	2 100 000	Quarterly Brand Tracking Report reflective of the Advertising Value Equivalent (AVE) and the Advertising undertaken

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Ugu IDP Ref	NAT. KPA	DISTRICT STRATEGIC OBJECTIVE	PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF	SUB-PROJECT	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
						1.3.2		1.3.1.3	Online Platforms	To position the South Coast as a Destination of Choice within the KZN province with investment through Investor Campaigns	Quarterly report identify the Investor Friendly Awareness Activities undertaken by the Entity - Local advertising - Advertisement	Number	4	R23 981	1	1	1	1	Quarterly report to the Board of Directors.
						1.3.2		1.3.2.1	Investment Website	To effectively provide information to potential investors the www.investkzn.co.za Investment Website	Quarterly communication distributed to all Stakeholders, focusing on investment website updated quarterly, with statistical analysis and trends	Quarterly reporting referring to Website Database	4	R600 000	1	1	1	1	Quarterly Investment Services website update report submitted by the Manager
						1.3.3		1.3.3.1	Promotional Marketing & Collateral	To develop and circulate a South Coast based Investment Brochure	Date of the South Coast Investment Brochures developed and circulated.	% of Budget	1	R744 500	N/A	N/A	N/A	30 June 2025.	Brochure produced by date.
						1.3.4		1.3.4.1	Sector specific trade shows, exhibitions and Conferences	To host a South Coast Investment Conference to market the investment opportunities e.g.: Catalytic Projects and Growth Sectors	Investor Conference	Date	30-Jun-25	R450 000	N/A	N/A	N/A	30-Jun-25	Report on the attendance and outcomes of and Conference held
						1.3.4.2		1.3.4.2	Participation in exhibitions, shows, conferences and other relevant activation platforms to market the investment opportunities e.g.: Africa Energy Indaba, (Feb 24) - Manufacturing Indaba, - TIKZN Trade Delegations - BEPESA QBS Conference - TIKZN Export Week, (Nov 24) - WTM Africa (April 24) - Buy Local Summit/ Expo - BRICS Conference - Africa Travel Indaba (May 25)	Representation achieved in Sector Specific platforms	Number	4	R559 750	N/A	1	1	2	Reports to the Board of Directors on the attendance and outcomes of the platform attended.	
						1.3.4.3		1.3.4.3	Quarternly report on the MICE Leads Meetings, Incentives, Conferences & Events during the year	Quarternly report on the MICE Leads and / or Bids generated, with full details of the event	Number	4	R206 500	1	1	1	1	Quarterly report submitted to the CEO on the MICE Leads and Bids generated	
						1.3.5		1.3.5.1	Investment Trade & Media Fam and Media on investment site visits	To host sector specific Trade, potential investors and Media on investment site visits	Familiarisation trips hosted during the year	Number of trips hosted	4	R240 000	1	1	1	1	Fam Trip report as well as supporting evidence
										Total Budget				R5 834 709					

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SCTE Annual Performance Scorecard - 2025 - Final 26.07.2024

STRATEGIC OBJECTIVE: Goal 2: Tourism Attraction: To market, promote, attract and facilitate tourism																				
LED	DISTRICT STRATEGIC OBJECTIVE	PROGRAM REF	PROGRAM OBJECTIVE	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	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE	
LED	To grow the economy by an average of 2% annually, as reflected in GDP. R targets of 2027: R36 928 billion and a positive trade balance. And 2030: 140 709 billion and a positive trade balance	Goal 2	Tourism Attraction: To market, attract, promote, the South Coast to increase the number of visitors, extend the geographical spread, improve quality of service and tourism information services to being a destination of choice in KZN for tourists.	To implement destination management services that will put measures to attract more visitors to the South Coast, positioning it as a destination of choice and addressing the competitiveness of the destination.	2.1	Tourism Facilitation	2.1.1.1	Related Economic Intelligence - Tourism Research			Obtain KZN South Coast Data with regards to Seasonal footprint	Research findings	Report by Date	30 June 2025	R166 667	N/A	N/A	N/A	30 Jun 25	Report prepared to the Board of Directors by date
					2.1.1.2	Target Market Identification			To identify the KZN South Coast Target Market	Completed Research Report by date	Report by Date	30 June 2025	R166 667	N/A	N/A	N/A	30 Jun 25	Report presented to the Board of Directors by date		
					2.2.1.1	Node development and support to extend the geographical spread for the following: - Umhlozi - Umhlabeni - Ray Nkonyeni - Umzimbe			Active implementation of the development programs which support Node development	Implementation of the Node Development Program	Percentage of program developed implemented	60% Achievement (accumulative)	R792 000	10%	20%	40%	60%	Progress report to the CEO on the Implementation plan.		
					2.2.2.1	SMKE Support			To provide support to SMKE's to enable them to actively participate in the industry, preparing them to service the Domestic and International markets	Capacitate and facilitate opportunities for SMKE's to be assisted through: - Being trained - Graded (TOCSA) - Exposure to markets	Quarterly reports	4	R215 000	1	1	1	1	Quarterly report on the support provided to the Board		
					2.2.3.1	Youth Exposure to working environment			All Managers	To provide support to government departments in programs pertaining to the implementation of Youth Development	Report on the support provided to Youth	Number	4	Operational	1	1	1	1	Reports submitted by the Managers of the project	
					2.3.1.1	Brand exposure : Through Tourism Marketing Campaigns			Tourism Marketing Manager	To expose and manage the Brand of the South Coast through: travel and tourism platforms highlighting the diversity of the destination through Tourism Marketing Campaigns & PR: Quarterly Seasonal Campaigns	Raised value of Brand Exposure in relation to the Tourism Marketing Budget	Rands	R23 000 000	R1 200 001	5 000 000	5 000 000	5 500 000	5 500 000	Quarterly Brand Tracking Report (reflective of the Advertising Value Equivalent (AVE)	
					2.3.1.2				Tourism Marketing Manager	To position the South Coast as the Destination of Choice in the tourism sector by communicating its diverse offerings e.g.: - Beach Destination - Golf - Nature activities (Diving / Fishing) - Adventure (Hiking / 4x4 / MTB) - Nature and Outdoor - Culture and Heritage - Raceway - NICE - Agri-Rural	Exposure through: - Published articles/institutes in the local newspapers and national publications or platforms - Radio & TV	Quarterly Marketing Campaign report	4	R1 070 000	1	1	1	1	Quarterly campaign report, with evidence of published articles and inserts, radio and or TV exposure	
					2.3.1.3				Tourism Marketing Manager	To position the South Coast as a leader within the province with tourism offerings	Quarterly newsletters or Newsletters mailing communication focussing on tourism	Number of Newsletters distributed	4	R22 961	1	1	1	1	Statistical report containing the distribution of the Newsletters	
					2.3.2.1	Brand Activation:			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 activation staged during the year	Number of Activations	3	R120 000	0	1	1	1	Beach & Hinterland event activation report submitted to the CEO	
					2.3.3.1	E-Marketing			Tourism Marketing Manager	To efficiently manage the Entity owned digital channels (websites, social media and mobile app) and ensure information is updated	Quarterly Content, New and Maintenance updates, including statistics and trends analysis	Quarterly report	4	R600 000	1	1	1	1	Quarterly Digital Reports submitted to the CEO	
					2.3.4.1	Packaging			Tourism Marketing Manager	To participate/facilitate in marketing training workshops, to stimulate the development of tour packages to the South Coast.	Marketing workshops participated in during the year	Number of Workshops	1	R155 731	1	NA	NA	NA	Report on the Workshop held submitted by the Manager	
					2.3.4.2				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	
2.3.4.1	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% (cumulative)	R200 000	N/A	N/A	25%	50%	Expenditure Report & Evidence of Materials						
2.3.4.2				Tourism Marketing Manager	To provide updated and relevant information related to tourism, print and digital	SC Experience, Route Accommodation, Route, Niche products, etc.	By Date	15 June 2025	R290 000	N/A	N/A	N/A	15 June 2025	Evidence of SC information produced and available by date						

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STRATEGIC OBJECTIVE: Goal 3: Stakeholder Relations																							
LED ID Ref	UP ID Ref	National KPA	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		
LED 3.1, 3.2, 3.3		Good Governance and Public Participation	Goal 3	Stakeholder Management: To contribute in making the South Coast a warm and welcoming destination, by investing in improvement of good quality service, across the board	To put in place adequate systems and processes, to ensure stakeholder engagement and the enhancement of people in the South Coast, to be able to manage the economy and tender quality services and ensure excellent stakeholder engagement	3.1	Membership	To encourage South Coast tourism businesses to be compliant in terms of the EDTFA legislative requirements	3.1.1	Stakeholder Relations Base	CEO	Stakeholder Management Strategy and Plan	Approved Stakeholder Management Strategy	Number	31 January 2025.	Operational	N/A	N/A	31 January 2025.	N/A	Approved Stakeholder Management Strategy by Board/DV/DRB		
						3.2	Membership	To encourage South Coast tourism businesses to be compliant in terms of the EDTFA legislative requirements	3.1.1	Stakeholder Relations Base	CEO	To encourage compliance with legislation, and grow membership base	Quarterly report on engagements undertaken with Organised Business	Number		Operational	30	90	30	10	Report on the number of fully paid up Members submitted		
						3.3	Business Relations	To strengthen relations with organised business to ensure effective implementation of programs	3.2.1	Stakeholder relations	CEO	To ensure that Municipal Stakeholders, Organised Business and Communities are aware and contribute to the programs of the Entity, e.g.: - Municipalities - PTG - DDA - CED Forum - Area Committees - Traditional Councils - Business Chambers - Associations - Road Shows	Quarterly report on engagements undertaken with Organised Business	Number		150 000	1	1	1	1	Quarterly report on the engagements participated in to strengthen relations in Investment and Tourism activities		
Total Budget																R150 000.00							

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SCTIE Annual Performance Scorecard - 2025 - Final 26.07.2024

STRATEGIC OBJECTIVE: Goal 4: Institutional Support & Financial Viability																	
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	ANNUAL BUDGET	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE

	Combined	Difference:
Municipal Grant Reven	R25 374 468	R32 180 279
NSF Revenue	R432 205	R40 598 655
Own Revenue	R432 205	R40 598 655
Total Revenue	R25 806 673	R620 209
Operations	R3 329 247	R73 399 143
Salaries & Interns Board	R8 653 210	R3 444 363
Investment Attraction & Tourism Attraction & Pr	R1 314 824	R8 491 614
National Skills Fund	R0	R641 700
Stakeholder	R150 000	R15 134 661
Research (Included Inv Capital	R215 000	R4 082 717
Total Expenditure	R25 806 674	R39 949 088
Difference	R0	R250 000
NSF surplus	-R149 999 67	R890 000
		R1 105 000
		R73 399 143
		R47 592 470
		R333247
		R8 653 210
		1314934
		R6 168 042 00
		R6 132 239 00
		0
		-R150 000
		R0
		R0
		R2

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