

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 July 2026 – 30 June 2027

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

- 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 2026 and will remain in force until 30 June 2027 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.

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	80%
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		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%

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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 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%

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.

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.

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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 Pat Shapsbone on this the 21 day of July (Month) 2016 (Year)

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

[Signature]
EMPLOYER

AS WITNESSES:

1. [Signature]

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% ¹⁰⁶%

KPA 3: SERVICE DELIVERY : WEIGHTING% ⁶⁰%

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT : WEIGHTING% ²³%

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

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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 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%			

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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				
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

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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	% 0		
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			
x 80%	% 100		%

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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. Competence as required by other national line sector departments		10		
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 : _____

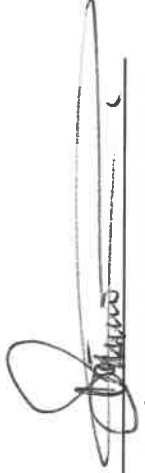
Member : _____

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: _____
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I undertake to support <u>Vusumuzi Innocent Sibiya</u> 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: Signature of Reporting Officer Date:	Signature of Manager Date:
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STRATEGIC OBJECTIVE: Goal 1: Investment Attraction: To market, promote, attract and facilitate investment

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	BASELINE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET: 21 May 2026	ADJUSTED BUDGET: January 2026	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
Goal 1	Investment	To grow and transform the economy of the district through investment and tourism attraction resulting in GFCF share of GDP 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 the approved District Investment Strategy and Implementation Plan by date :	Final District Investment Strategy - by date:	Status Quo Analysis Approved - Investment Strategy by 30 June 2026, (Approved Final Approved by Board Resolutions of Support by date : 31 October 2026.)	30 June 2027.	R450 000	R300 000	N/A	N/A	N/A	30 June 2027.	Status Quo Analysis completed 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 2025-2026 year		R50 million	Operational	Operational	N/A	R25 million	N/A	R25 million	Report submitted to the CEO with attached evidence (Investor Commitments/ Signed MOU and or Agreement)
					1.1.1.3	Investment economic information	To consolidate existing business expansion and retention, and new business investment information annually to feed into the state of the district economy report by due date.	Annual Investment Information: investment queries, investment challenges, business retention, attraction, submitted to be included in State of the District Economy Report		1	Operational	Operational	N/A	N/A	N/A	1	Report compiled and submitted to the CEO.
					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	R253 300	R54 393	1	1	1	1	Report compiled and submitted to the CEO.
			1.2.1	Investment Packaging & Facilitation	1.2.1.1	District Wide Catalytic Project Investment Packaging & Investment Facilitation	To package for investment Ugu Council Resolved district wide prioritised catalytic projects: - District-Wide Renewable Energy (Green Energy) - District-Wide Broadband/Connectivity	To develop a consolidated status report pertaining to district capabilities on Renewable Energy and BroadBand connectivity by date 30 June 2026. Project Plans to package projects ready for investment facilitation - Developed, Approved by 30 June 2026.		Annual Target removed: Completed 30 June 2026.							
			1.2.2		1.2.2.1	Eastern Seaboard investment packaging	To package bankable investment products arising from Eastern Seaboard Programme Implementation	Number of Approved investment products packaged		Two products packaged	Operational	Operational	N/A	N/A	N/A	2	2 packaged products presented to board
					1.2.2.2	Eastern Seaboard investment facilitation	To facilitate investment in the abovementioned products arising from the Eastern Seaboard Programme Implementation	R-value of investment facilitated		R10 million	Operational	Operational	N/A	N/A	N/A	R10 million	Investor statement of intention Rand value
			1.2.3		1.2.3.1	Pre-2024 Strategy Projects	To develop & implement an approved project plan (to co-ordinate and lead in getting investment) for the following: - Ifafa Project - Umzumbe River Trails	Annual Target split 2026									
					1.2.3.1.1		To develop & implement an approved project plan (to co-ordinate and lead in getting investment) for the following: - Ifafa Project	Specialist studies and Draft application for the re-zoning & subdivision, by date	Project Plan with Implementation timelines and Specialist studies completed, by date 30 June 2026.	30 June 2027.	R430 000	R710 580			N/A	30 June 2027.	Specialist Studies & rezoning Draft application completed by date.
					1.2.3.1.2		To develop & implement an approved project plan (to co-ordinate and lead in getting investment) for the following: - Umzumbe River Trails	Conceptual analysis report on the development of Umzumbe River Trails, by date - 31 March 2026.									Annual Target removed: Completed 31 March 2026.
					1.2.3.2		To review each project plan in line with the signed Service Level Agreements in place with Local Municipalities. eg: - Hibberdene Mixed Use Development	Source developer, through Expression of Interest by date		30 June 2027.	R70 000	Operational	N/A	N/A	N/A	30 June 2027.	Appointment letter of the Developer by date.
					1.2.3.3.1		To draft a monitoring and evaluation report on the John Mason Park development to monitor project development milestones	The monitoring and evaluation report on John Mason Park by date		30 June 2027.	Operational	R250 000			N/A	30 June 2027.	John Mason Park Market monitoring and evaluation report by date submitted to the CEO.
					1.2.3.3.2		Completion of phase 2 of KwaXoto Caves Tourism Site	Project Completion Certificate issued by date	Completion of phase 2 of KwaXoto Caves Tourism Site by 30 June 2026	30 December 2026.	R90 000	R480 000	N/A	30 December 2026.	N/A	NA	Project Completion Certificate by date
			1.2.4.1		2025 - 2026 Projects		To facilitate investment funding in line with the Local Municipal Project Plans :	To facilitate investment funding in line with the Local Municipal Project Plans :									
					1.2.4.1.1	- Umzumbe Municipality	To facilitate investment funding in line with the Local Municipal Project Plans : - St. Faiths precinct development (Small towns) - Umhlabashane Dam - Marine Tilapia incubator	R-value of investment facilitated		R20 000 000	Operational	Operational	NA	NA	NA	R20 000 000	Quarterly report submitted to the CEO reflecting the Rand - Value of investment facilitated

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	BASELINE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET: 21 May 2026	ADJUSTED BUDGET: January 2026	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
					1.2.4.1.2	- Umzumbe Municipality	Provide a progress report on the SLA projects under Umzumbe Municipality: - Coffee farming (Report) - Mawuleni Nature Reserve (Report) - Mehlomyama Mixed Use (Report) - Industrial Park development - Ugu Agri-Hub programme - Turton Beach development - Itshe lika Maria - Ntelozi Msani Heritage Centre - Isivivane seNkosi uShaka - Msikazi Mountain	Report on the progress of each project		1	Operational	Operational	NA	1	N/A	N/A	Progress report submitted to the CEO on each project within the Local Municipality
					1.2.4.1.3	- Ray Nkonyeni Municipality	To facilitate investment funding in line with the Local Municipal Project Plans : - Techno-Hub - Lithium processing investment - NPC Cement manufacturers distribution centre	R-value of investment facilitated		R100 000 000	Operational	Operational	NA	50 million	N/A	50 million	Report submitted to the CEO reflecting the Rand - Value of investment facilitated
					1.2.4.1.4	- Ray Nkonyeni Municipality	Provide a progress report on the SLA projects under Ray Nkonyeni Municipality: - Small Craft Harbour (T1 & T2) - Margate Airport expansion - Beachfront Upgrades - Lime mining and waste processing and packaging investment - Agro-processing plant - South Coast Film City concept - Post School Education Training programme - Macadamia Value Add, processing, packaging & distribution	Report on the progress of each project		2	Operational	Operational	NA	1	N/A	1	Progress report submitted to the CEO on each project within the Local Municipality
					1.2.4.1.5	- Umuziwabantu Municipality	To facilitate investment funding in line with the Local Municipal Project Plans : - LED Strategy reviewal - Currently none - pending reporting below	Draft LED Strategy for Umuziwabantu Municipality, by 30 June 2026.		Nil	R170 000	R300 000	NA	31 December 2026.	N/A	N/A	Draft LED Strategy submitted to the CEO, by date
					1.2.4.1.6	- Umuziwabantu Municipality	Provide a progress report on the SLA projects under Umuziwabantu Municipality: - Wonderland - Industrial park development - Weza Hiking Trail - KwaFodo Village - Timber processing investment - Rural Horse racing	Report on the progress of each project		1	Operational	Operational	NA	NA	1	NA	Progress report submitted to the CEO on each project within the Local Municipality
					1.2.4.1.7	- Umdoni Municipality	Progress report on the establishment of a MUT Campus in Umdoni.	R-value of Investment facilitated		R20 000 000	Operational	Operational	NA	NA	NA	20 million	Report submitted to the CEO reflecting the progress on the establishment of a MUT Campus in Umdoni.
					1.2.4.1.8	- Umdoni Municipality	Provide a progress report on the SLA projects under Umdoni Municipality: - Beachfront development - Industrial Park (Park Rynie/ Umzinto/ Pennington/ Sizela) - Emalangen Experience - KwaKiko	Report on the progress of each project		1	Operational	Operational	NA	1	NA	N/A	Progress report submitted to the CEO on each project within the Local Municipality
					1.2.4.1.9	Cross - Cutting Projects	Provide a progress report on identified projects in the SCTIE Multi-Year Strategy, on cross-cutting projects. - N2 Road upgrade & N2 Mafu Interchange - Industrial Development programme (ISA) - Circular Economy development and or support - Historical Route development - Sports events / Facilities (USLC)	Report on the progress of each project		1	Operational	Operational	NA	NA	NA	1	Progress report submitted to the CEO on each of the cross-cutting projects within the District Municipality
			1.3.1	Investment Marketing, Attraction and Promotion	1.3.1.1	Investment Campaigns	To expose and manage 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 sites (KwaXolo Caves / URT) - Other opportunities arising including from eastern seaboard	Rand value of Brand Exposure in relation to the Marketing Budget		R6 000 000	R1 154 391	R283 000	1 500 000	1 500 000	1 500 000	1 500 000	Quarterly Brand Tracking Report reflective of the Advertising Value Equivalent (AVE) and the Advertising undertaken

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF.	SUB-PROJECT	PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	BASELINE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET: 21 May 2026	ADJUSTED BUDGET: January 2026	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
					1.3.1.2		To position the South Coast in the investment sectors by communicating the diverse offerings, through Investor Campaigns	Number of Investor Friendly Awareness and Activities undertaken to support Investment opportunities: - Advertising - PR - Activations		60	R275 004	R71 063	15	15	15	15	Quarterly Campaign report which would include the elements and advertng exposure received submitted to the CEO.
					1.3.1.2.1		Free and or paid for Radio and TV or Live-Streaming exposure generated through the investment activities for the South Coast		2	Operational	Nil	NA	1	N/A	1	Confirmation schedule / Notification / Clip of exposure received submitted to the CEO	
					1.3.1.3		To position the South Coast as a Destination of Choice within the KZN province with investment offerings	Quarterly newsletters and / or Mass Mailing communication distributed to all Stakeholders, focussing on Investment		4	R16 800	R16 000	1	1	1	1	Statistical report confirming the distribution of the Newsletters, or evidence of the Mass Mailing Communicatlon circulated.
					1.3.1.4			To effectively formulate an Annual Investment Marketing Campaign Plan	Annual Investment Marketing Campaign Plan		2	Operational	R40 000	1	N/A	N/A	1
			1.3.2	1.3.2.1	Online Platforms	To effectively provide Information to potential investors the www.investkznsouthcoast.co.za Investment Website	Investment website updated quarterly, with statistical analysis and trends		4	R147 000	R245 000	1	1	1	1	Quarterly Investment Services website update report submitted by the Manager	
				1.3.2.1.1	To effectively provide Information and engage with potential investors through SCTIE Social Media platforms	Number of Facebook posts		60	15			15	15	15	Statistical report confirming the number of posts.		
				1.3.2.1.2		Number of Instagram posts		60	15			15	15	15	Statistical report confirming the number of posts.		
				1.3.2.1.3		Number of X (Twitter)		60	15			15	15	15	Statistical report confirming the number of posts.		
				1.3.2.1.4		Number of LinkedIn posts		60	15			15	15	15	Statistical report confirming the number of posts.		
				1.3.2.1.5		Number of YouTube posts		20	5			5	5	5	Statistical report confirming the number of posts.		
			1.3.3	1.3.3.1	Investment Marketing & Promotional Collateral	To develop and circulate a South Coast based Investment Brochure	Date of the South Coast Investment Brochures developed and circulated.		15 June 2027.	R315 000	R0	N/A	N/A	N/A	15 June 2027.	Brochure produced by date.	
				1.3.3.2		To showcase diverse destination investment offerings on Collateral and promotional material production: - Promotional items - Videos - Images	Promotional Material and Collateral Produced for Investment attraction		50%	R302 500	R117 500	N/A	N/A	25%	50%	Expenditure Report & Evidence of Materials	
								1	N/A			N/A	N/A	1	Annual Video Portfolio		
			1.3.4	1.3.4.1	Sector specific trade shows, exhibitions and Conferences and Activations	To host or participate in a South Coast Investment Conference to market the investment opportunities e.g.: Catalytic Projects and Growth Sectors	Investor Conference		1	R472 500		N/A	N/A	N/A	1	Agenda, Programme and participation report	
				1.3.4.2			To participate in exhibitions, shows, conferences and other relevant activation platforms to market the investment opportunities e.g.: - Manufacturing Indaba, (July) - TIKZN Trade Delegations (November) - TIKZN Export Week, (Nov) - Africa Energy Indaba, (March) - Buy Local Summit/ Expo (March) - WTM Africa (April) - and or / Municipal Investment Shows	Representation achieved in Sector Specific platforms		6	R616 681	R180 000	1	2	2	1	Attendance or Participation Report on the Sector Specific platform attended with relevant outcomes
				1.3.4.3			To support Meetings, Incentives, Conferences and Events during the year e.g.: - To incorporate the Beach & Hinterland brand activations - Sardine Festival Events - Ugu Maskandi Festival - Ugu Jazz Festival - Golf - Heritage & Cultural Parade (African Renaissance)	Number of MICE events & activities supported during the year.		4	R1 416 619	R1 213 600	1	2	N/A	1	Closeout report OR Event Support Report on the MICE activity supported
				1.3.5	1.3.5.1	Investment Trade & Media Fam Trips	To host sector specific Trade, potential Investors and Media on investment site visits	Familiarisation Trips hosted during the year		4	R225 750	R22 000	1	1	1	1	Fam Trip report as well as supporting evidence

STRATEGIC OBJECTIVE: Goal 2: Tourism Attraction: To market, promote, attract and facilitate tourism

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF	SUB-PROJECT	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
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	Obtaining KZN South Coast Data with regards to Seasonal footprint: - Summer - Winter	Research findings reports	Number of reports	2	R78 750	N/A	1	N/A	1	Report presented to the CEO
					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 2027.	R78 750	N/A	N/A	N/A	30 June 2027.	Report presented to the CEO
					2.1.1.3	Tourism District Strategy	Tourism District Strategy	District Tourism Strategy approved by date	Date	30 June 2027.	R400 000	N/A	N/A	N/A	30 June 2027.	Board Resolution of Adoption by date
			2.2	Tourism Product Development	2.2.1.2	Nodal development and support to extend the geographical spread for the following: - Umdoni	Active implementation of the development programs which support Nodal development	Implementation of the Nodal Development Program	Percentage of program developed implemented	60% Achievement (accumulative)	R78 750	10%	20%	40%	60%	Quarterly progress report submitted to the CEO on Nodal development within the Local Municipality
					2.2.1.3	Nodal development and support to extend the geographical spread for the following: - Umzumbe	Active implementation of the development programs which support Nodal development	Implementation of the Nodal Development Program	Percentage of program developed implemented	60% Achievement (accumulative)	R42 000	10%	20%	40%	60%	Quarterly progress report submitted to the CEO on Nodal development within the Local Municipality
					2.2.1.4	Nodal development and support to extend the geographical spread for the following: - Ray Nkonyeni	Active implementation of the development programs which support Nodal development	Implementation of the Nodal Development Program	Percentage of program developed implemented	60% Achievement (accumulative)	R105 000	10%	20%	40%	60%	Quarterly progress report submitted to the CEO on Nodal development within the Local Municipality
					2.2.1.5	Nodal development and support to extend the geographical spread for the following: - Umuziwabantu	Active implementation of the development programs which support Nodal development	Implementation of the Nodal Development Program	Percentage of program developed implemented	60% Achievement (accumulative)	R57 750	10%	20%	40%	60%	Quarterly progress report submitted to the CEO on Nodal development within the Local Municipality
					2.2.2.1	SMME Support	To provide support to SMME's to enable them to actively participate in the industry, preparing them to service the Domestic and International markets	Capacitate and facilitate opportunities for SMME's to be assisted through: - Being trained, - Graded (TGCSA) - Exposure to markets	Number of Activities undertaken	16	R146 475	4	4	4	4	Activity Report on the support provided to the SMME's submitted to the CEO
					2.2.3.1	Youth Exposure to working environment	To provide support to government departments in programs pertaining to the implementation of Youth Development	Number of programs supported pertaining to youth development	Number	4	Operational	1	1	1	1	Report on each of the Youth Development Program supported submitted to the CEO
			2.3	Tourism Marketing, Attraction & Promotion	2.3.1.1	Brand exposure : Through Tourism Marketing Campaigns	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	Rand value of Brand Exposure in relation to the Tourism Marketing Budget	Rands	R14 000 000	R2 946 106	3 500 000	3 500 000	3 500 000	3 500 000	Quarterly Brand Tracking Report reflective of the Advertising Value Equivalent (AVE)
					2.3.1.2		To position the South Coast as the Destination of Choice in the tourism sector by communicating its diverse offerings e.g.: - Beach Destination - Golf	Exposure through : - Published articles/inserts in the local newspapers and national publications or platforms.	Number	240	R402 756	60	60	60	60	Quarterly Campaign report which would include the elements and advertising exposure received submitted to the CEO.

STRATEGIC OBJECTIVE: Goal 2: Tourism Attraction: To market, promote, attract and facilitate tourism

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF	SUB-PROJECT	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
					2.3.1.2.2		- Marine activities (Diving / Fishing) - Adventure (Hiking / 4x4 / MTB) - Nature and Outdoor - Culture and Heritage - Raceway - MICE - Agri-Rural	Exposure through : Radio, TV or Live-Streaming platforms	Number	2	R525 000	N/A	1	1	N/A	Confirmation schedule / Notification / Clip of exposure received submitted to the CEO
					2.3.1.3		To position the South Coast as a leader within the province with tourism offerings	Quarterly newsletters and / or Mass Mailing communication distributed to all Stakeholders, focussing on Investment	Number of Newsletters distributed	4	R16 800	1	1	1	1	Statistical report confirming the distribution of the Newsletters, or evidence of the Mass Mailing Communication circulated.
					2.3.1.4		To effectively formulate an Annual Tourism Marketing Campaign Plan	Annual Investment Marketing Campaign	Number	2	Operational	1	N/A	N/A	1	Annual Tourism Marketing Campaign approved by the CEO.
					2.3.3.1	E-Marketing	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, including statistics and trends analysis	Quarterly report referencing updates	4	R310 238	1	1	1	1	Quarterly Digital Reports submitted to the CEO
					2.3.3.1.1			Number of Facebook posts	Number and Percentage	60		15	15	15	15	Statistical report confirming the posts and the growth of the platform
					2.3.3.1.2			Number of Instagram posts	Number and Percentage	60		15	15	15	15	Statistical report confirming the posts and the growth of the platform
					2.3.3.1.3			Number of X (Twitter) posts	Number and Percentage	60		15	15	15	15	Statistical report confirming the posts and the growth of the platform
					2.3.3.1.4			Number of LinkedIn posts	Number and Percentage	60		15	15	15	15	Statistical report confirming the posts and the growth of the platform
					2.3.3.1.5			Number of YouTube posts	Number and Percentage	40		10	10	10	10	Statistical report confirming the posts and the growth of the platform
					2.3.4.1	Packaging	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	R71 492	N/A	NA	N/A	1	Report on the Workshop held submitted by the Manager
					2.3.4.2		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
					2.3.5.1	Tourism Promotional Material/Collateral	To showcase diverse destination tourism offerings on Collateral and promotional material	Promotional Material and Collateral Produced	% of budget	50% (cumulative)	R150 000	N/A	N/A	25%	50%	Expenditure Report & Evidence of Materials
					2.3.5.2		- Videos	South Coast videos produced to showcase the destination tourism offerings	Number of Videos produced	1	R198 000	N/A	N/A	N/A	1	Annual Video Portfolio
					2.3.5.3		- Images	South Coast images sourced to showcase the destination tourism offerings	Number of Images	50		N/A	25	N/A	25	Annual Image Portfolio

STRATEGIC OBJECTIVE: Goal 2: Tourism Attraction: To market, promote, attract and facilitate tourism																
PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	SUB-PROJECT REF	SUB-PROJECT	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
					2.3.5.4		To provide updated and relevant information related to tourism, print and digital	SC Experience, Accommodation , Routes, Niche products-produced.	By Date	15 June 2027.	R220 500	N/A	N/A	N/A	15 June 2027.	Evidence of SC Information produced and available by date
					2.3.6.1	Tourism Trade Shows and Exhibitions	To participate in Exhibitions & Shows : e.g.: - TIKZN Conf (Nov) - Meetings Africa, (Feb) - WTM Africa (April) - Africa Tourism Indaba, (May)	Domestic exhibitions and trade shows as per annual plan/calendar participated	Number of exhibitions/trade shows as per plan.	4	R685 265	N/A	1	1	2	Report on the Domestic Show / Exhibition participation submitted by the Manager
					2.3.6.2	Tourism Trade & Media Fam Trips	To host Tourism Trade and Media to experience the destination	Familiarisation Trips hosted during the year	Number of trips hosted	8	R134 644	2	2	2	2	Fam Trip report as well as supporting evidence

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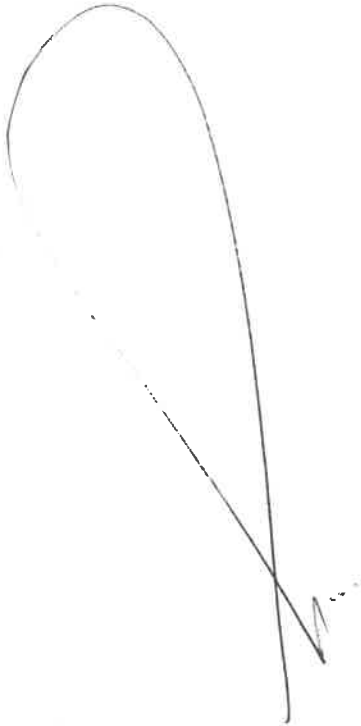
STRATEGIC OBJECTIVE: Goal 3: Stakeholder Relations

PROGRAM REF	PROGRAM	PROGRAM STRATEGIC OBJECTIVE	PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT	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
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 render quality services and ensure excellent stakeholder engagement	3.1	Stakeholder management	To strengthen stakeholder relationships	Stakeholder Relations Management	Stakeholder Management Strategy and Plan	Approved Stakeholder Management Strategy	Date	Annual Target Completed 30 June 2026.						Stakeholder Management Strategy submitted to the CEO by date
			3.2	Membership	To encourage South Coast tourism businesses to be Compliant in terms of the EDTEA legislative requirements	Grow Membership Base	To encourage compliance with legislation, and grow membership base	To increase the paid Membership base	Number	140	Operational	70	50	20	0	Report on the number of fully paid up Members submitted
			3.2.1				To review the membership benefits and fee structure - Sector wide	Finalised Membership Benefits and fee structure guideline 2026 - Reviewed annually by date	Date	14 May 2027.	Operational	N/A	N/A	N/A	14 May 2027.	Membership benefits and fee structure guideline submitted to the CEO by date.
			3.3	Business Relations	To strengthen relations with organised business to ensure effective implementation of programs	Stakeholder relations	To ensure that Municipal Stakeholders, Organised Business and Communities are aware and contribute to the programs of the Entity: e.g.: - Municipalities, - PTIC - PTF - KZN Peer learning - DDA - District Tourism Forum - Area Committees - Traditional Councils - Business Chambers - Associations - Road Shows	Number of engagements undertaken with Organised Business & Government Departments	Number	40	196 000	10	10	10	10	Agenda/Attendance Register/ Minutes/Record/ Presentation in the meeting participated in to strengthen relations in Investment & Tourism activities

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: 21.05.2026	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
Goal 4	Institutional Support and Financial Viability: To ensure SCTIE has the capacity and financial viability to deliver on its mandate, through systems and processes	To put in place adequate systems and processes, to ensure that the entity has the capacity and financial viability, to deliver on its mandate.	4.1	Performance Management	To develop and adopt credible strategic and operational plans timeously aligned to government's planning cycle and prescripts.	4.1.1	Strategic Plan review	Reviewed Strategic Plan approved by Board by date	Date of Strategic Plan Approval	31 May 2027.	Operational	N/A	N/A	N/A	31 May 2027.	Board Resolution of the Approval of the Strategic Plan.
						4.1.2	Annual Performance Plan	Annual Performance Plan approved by Board by date	Date of Operational Plan Approval	31 May 2027.	Operational	N/A	N/A	N/A	31 May 2027.	Board Resolution of Approval
						4.1.3		Annual Report for SCTIE adopted by Board 31 December	Date of Annual Report Adoption	31 December 2026.	Operational	N/A	31 December 2026.	N/A	0	Board Resolution of Adoption, submission to the Ugu District Municipality
						4.1.4		Mid-Year Performance Report adopted and submitted to the Ugu District Municipality by 20 January	Date of Mid-Year Report Adoption	20 January 2027.	Operational	N/A	N/A	20 January 2027.	N/A	Board Resolution of Adoption, submission to the Ugu District Municipality
						4.1.5		Quarterly Performance Review reports submitted to Ugu District by the 5 working days of the new quarter	Number of reports	4	Operational	1	1	1	1	Evidence of Submission to Ugu District Municipality
			4.2	Governance	To ensure good governance through statutory compliance and policy framework	4.2.1	Risk Management and Fraud Prevention	Completed Risk Register and Fraud Prevention Plan by 31 October	Date	31 October 2026.	Operational	N/A	31 October 2026.	N/A	N/A	Risk Register and Fraud Risk Register submitted to the CEO by date
						4.2.2	Annual Audit Plan	Annual Audit Plan approved by 31 October	Date	31 October 2026.	Operational	N/A	31 October 2026.	N/A	N/A	Board Resolution of Adoption of Annual Audit Plan
						4.2.3	Audit Committee	Number of Quarterly Audit Committee sittings.	Number per quarter	4	R152 766	1	1	1	1	Audit Committee Minutes
						4.2.4	Auditor-General Management Report	Auditor-General Management Report and Audit Finding: SCTIE	AG Report Opinion	Unqualified Audit	R635 250	N/A	Unqualified Audit Opinion	N/A	N/A	AG Management Report Duly Signed off and Tabled.
						4.2.5	Statutory Compliance	100% Statutory compliance for Board	Number of Board meetings held	6	Operational	2	2	1	1	Board Minutes.
						4.2.6			Report confirming statutory compliance with CIPC	100%	Operational	100%	100%	100%	100%	Confirmation of changes effected to CoR 39.
						4.2.7			AGM with the Parent by date	30 June 2027.	Operational	N/A	N/A	N/A	30 June 2027.	Agenda and Attendance Register for the AGM held, with Minutes from previous meeting held.
						4.2.8			Reviewed and updated Operational Policies Approved by date	30 June 2027.	Operational	N/A	N/A	N/A	30 June 2027.	Resolution by the Board by date
			4.3	Finance	To ensure good budgeting, financial management according to legislation	4.3.1	Budget Planning	Budget Related Policies approved by date	By date	31 May 2027.	Operational	N/A	N/A	N/A	31 May 2027.	Board Resolution Adopting Budget Policy
						4.3.2		S88: Mid Year Budget & Performance assessment report approved by date	By date	20 January 2027.	Operational	N/A	N/A	20 January 2027.	N/A	Board resolution for the approval of the S88 Mid Year Performance assessment report, and submitted to Ugu District Municipality
						4.3.3		First draft budget submitted to Ugu District Municipality 150 days before the start of the financial year	By Date	31 January 2027.	Operational	N/A	N/A	31 January 2027.	N/A	Evidence of first Draft Budget tabled, and Submission to Ugu DM.
						4.3.4		Revised draft budget submitted to Ugu, 100 days before the start of the financial year	By date	23 March 2027.	Operational	N/A	N/A	23 March 2027.	N/A	Evidence of first Draft Budget tabled, and Submission to Ugu DM.
						4.3.5		Annual Budget approved by the Board 30 days before the start of the financial year	By Date	31 May 2027.	Operational	N/A	N/A	N/A	31 May 2027.	Board Resolution of Approval of Draft Budget & submission to Ugu

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: 21.05.2026	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
						4.3.6	Working towards 90% Grant Funding - 10% Own funding	Funding Model Review - - Own revenue generation - Sourcing of Project Funds	By Date	Annual Target removed - Completed May 2025.						
						4.3.7	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.
						4.3.8	Annual Financial Statements	Draft AFS submitted to AG by date	Draft AFS submitted to AG by Date	31 August 2026.	Operational	31 August 2026.	N/A	N/A	N/A	Draft AFS submitted to AG with acknowledgement of receipt.
						4.3.9		Adopted Annual Financial Statements by the Boards by date	Adopted AFS by date	31 December 2026.	Operational	N/A	31 December 2026.	N/A	N/A	Board Resolution of AFS Adoption.
						4.3.10	Operational Expenditure	Operational expenditure spend to plan	Percentage spend	80%	R2 065 444	15%	40%	60%	80%	Quarterly calculation reports on operational spend
						4.3.11		Staff salaries paid monthly by date	12 x Salary Payments by date	25th of the month	R10 296 160	3x Monthly Payments by 25th	3x Monthly Payments by 25th	3x Monthly Payments by 25th	3x Monthly Payments by 25th	Confirmation of changes effected to CoR 39.
						4.3.12		Board salaries paid monthly by date	12 x Salary Payments by date	25th of the month	R944 926	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	Salary Reports by date
						4.3.13	Capital Expenditure	% capital expenditure to plan.	% capital expenditure to plan.	50%	R910 000	N/A	25%	30%	50%	Quarterly Reports.
						4.3.14	Fruitless & Wasteful Expenditure	Less than 2% Fruitless and Wasteful expenditure	Budget % spend fruitless and wasteful expenditure	Less than 2%	R150 000	<2%	<2%	<2%	<2%	Board Reports and Minutes, and Register.
						4.3.15	Unauthorised Expenditure	Less than 1% unauthorised expenditure	Budget % spend unauthorised expenditure	Less than 1%	Operational	<1%	<1%	<1%	<1%	Board Reports and Minutes, and Register.
						4.3.16	Grant Funding	% of Municipal Grant revenue invoiced	100% of Municipal Grant funding invoiced as per plan	100%	R27 157 884	100%	100%	100%	100%	Quarterly reports on the grant funding received
						4.3.17	Received Revenue to Plan	90% revenue received as per Annual Revenue Budget	% revenue received to plan.	90%	R1 247 614	30%	70%	80%	90%	Quarterly Reports
						4.3.18	Revenue Generation	To raise own revenue or support funding through various avenues to reach a 90/10 split in relation to grant funding from participating municipalities, over a five (5) year period (2027 - 4%	Revenue generated or support received	R715 374.24	Operational	N/A	118 409	118 409	118 409	Report submitted to the CEO on the revenue and or support generated as a percentage of the Annual Grant budget received
						4.3.19	Annual Procurement Plan	Development of an Annual Procurement Plan, with quarterly reports on expenditure	Quarterly Procurement report	4	Operational	1	1	1	1	Quarterly Reports

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: 21.05.2026	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
						4.3.20	Asset Register	100% compliant Asset Register implementation	% Compliance	100%	Operational	100%	100%	100%	100%	Quarterly Reports
			4.4	Corporate Service & HR	To ensure HR matters are compliant and enable core functions to be performed.	4.4.1	Staffing	% posts in structure filled.	% filled posts in structure	100%	Operational	100%	100%	90%	90%	Quarterly Reports
						4.4.2	Internships	Appointment of Interns and or Graduates in SCTIE departments	Number of Interns / Graduates appointed	3		N/A	3	N/A	N/A	Salary Reports by date
						4.4.3	Staff Development	Plan Development by date	Date	30 December 2026.	R1 133	N/A	30 December 2026.	N/A	N/A	Quarterly Reports
						4.4.4	Staff Performance	100% relevant staff with signed annual performance plans by date of 31 July	% Section 57 staff with signed annual plans by 31 July	100%	Operational	100%	N/A	N/A	N/A	Duly Signed Annual Performance Plans
						4.4.5		Implementation Individual Performance Management Systems (IPMS)	% Implementation of IPMS: S57	100%	Operational	N/A	100%	100%	100%	Quarterly Performance Reports
						4.4.6		Cascading of Individual Performance Management Systems (IPMS) - by date (2026) and Annual Implementation (2027)	% Implementation of IPMS: Permanent staff	100%	Operational	N/A	100%	100%	100%	Duly Signed Annual Performance Plans



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