

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

UGU SOUTH COAST TOURISM AS REPRESENTED BY

**J CRUCHFIELD
(THE EMPLOYER)**

AND

THE CHIEF EXECUTIVE OFFICE (CEO): PHELISA MANGCU

(THE EMPLOYEE)

FOR THE

FINANCIAL YEAR: 01 JULY 2019 - 30 JUNE 2020

PERFORMANCE AGREEMENT

ENTERED INTO AND BETWEEN:

The Ugu South Coast Tourism herein represented by J Cruchfield in her capacity as the Ugu South Coast Tourism Board Chairperson (hereinafter referred to as the Employer)

And,

Phelisa Mangcu in her capacity as the Chief Executive Officer of Ugu South Coast Tourism (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 section 57(1) (a) of the Local Government: Municipal Systems Acts 32 of 2000 ("the System Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties to conclude an Annual Performance Agreement.
- 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 Municipal Systems Act.

J Cruchfield
Phelisa Mangcu

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 Local Government Systems Acts 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;
- 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 her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy 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 01 July 2019 and will remain in force until 30 June 2020 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.



- 3.3 This Agreement will terminate on the termination of the Employee's Contract of Employment should no new agreement be concluded for whatever reason, notwithstanding 3.1, the provisions of the Agreement shall continue in force until termination of the Employment Contract.
- 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 or board 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 Employee Performance Plan sets out:
 - 4.1.1 The performance objectives and targets that must be met 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 the performance plan are set by the Employer in consultation with the Employee and based on Ugu District Municipality's Integrated Development Plan and the Ugu South Coast Tourism (the employer's) Business Plan and Budget, 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 Business Plan and Ugu District Municipality'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 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 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 Key Performance Areas' (including special projects relevant to the Employee's responsibilities).
- 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 and each area of assessment will be weighted and will contribute a specific part to the total score.
 - 6.2.2 A weighting for the KPAs that cover the main areas of work will account for 80% of the final assessment and competencies will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on her performance in terms of the output indicators/targets (performance indicators) identified as per attached Performance Plan which are linked to some or all of the following KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

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KEY PERFORMANCE AREAS (KPAs)	WEIGHTING	USCT KPA	USCT PROGRAMMES WEIGHTING
Social & Economic Development	60%	KPA1: Destination Marketing	25%
		KPA 2: Tourism Development & Transformation	25%
		KPA 3: Research	10%
Municipal Transformation and Institutional Development	10%	KPA 5: USCT Entity Administration	10%
Sound Financial Management	15%	KPA 5: USCT Entity Administration	10%
Good Governance and Public Participation	15%	KPA 4: Stakeholder Management	20%
Total	100%		100%

6.4 The Competency Framework (CF) will make the other 20% of the Employee's assessment score. The CF as contained in the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers must be used for this purpose. The said Regulations state that there is no hierarchical connotation to the structure and all competencies are essential to the role of a Senior Manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a Senior Manager's performance.

6.5 Competency framework structure

The competencies that appear in the competency framework are detailed below.

LEADING COMPETENCIES	DESCRIPTION	WEIGHTING
Strategic direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organizational Awareness 	20%
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	15%
Program and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	(Strategic Level)

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LEADING COMPETENCIES	DESCRIPTION	WEIGHTING
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	20%
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	5%
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation & Implementation Risk and Compliance Management Cooperative Governance 	10%
CORE COMPETENCIES		
Moral competences		5%
Planning and organizing		5%
Analysis and innovation		5%
Knowledge and Information Management		5%
Communication		5%
Results and Quality Focus		5%
TOTAL		100%

7. EVALUATING PERFORMANCE

- 7.1 The Performance Plan 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 Business Plan.

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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 Ugu District Municipality IDP and Ugu South Coast Tourism Business Plan and Strategy.

7.5 The annual performance appraisal will involve:

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

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

7.5.2 Assessment of competency levels

- (a) Each leading and core competency contained in the Competency Framework must 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 competency.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CF 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 KPAs:

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.	
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.	
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 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.	
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.	

The achievement levels indicated in the table below serve as a benchmark for assessing leading and core competencies:

Achievement Levels	Description
Basic (rating = 1 - 2)	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent (rating = 3)	Develops and applies more progressive concepts, methods and understanding Plans and guides the work of others and executes progressive analyses

Advanced (rating = 4)	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
Superior (rating = 5)	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

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:
- 1st Quarter assessments (Jul – Sept) - (Verbal)
 - 2nd Quarter assessments (Oct – Dec) – (Recorded)
 - 3rd Quarter assessments (Jan – Mar) – (Verbal)
 - 4th Quarter assessments (Apr – Jun) – (Recorded)
- 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 the employee's performance plan 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 the employee's performance plan 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.

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9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing development gaps is attached to the Performance Agreement.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

10.1.1 Create an enabling environment to facilitate effective performance by the Employee;

10.1.2 Provide access to skills development and capacity building opportunities;

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

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

10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting 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-

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

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

1.1.4 A substantial financial effect on the Employer.

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



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12.4.1 Provide systematic remedial or 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. Recognition for Performance of Additional Task

Over and above KPA's where performance will be measured against performance plan entries in Annexure A, recognition may be given for the performance of additional tasks, and reward will in addition be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

14. Performance Reporting Deadlines

Departmental performance reports are due on the 11th day after the end of the quarter. The employee must ensure the completeness of the performance report and ensure that portfolio of evidence in support of the performance information reported is submitted.

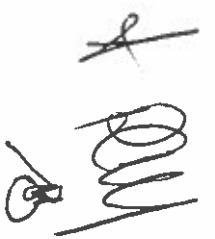
15. DISPUTE RESOLUTION

15.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

15.1.1 The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or

15.1.2 Any other person appointed by the MEC.

15.1.3 In the event that the mediation process contemplated above fails, clause 15 of the Contract of Employment shall apply.





16. GENERAL

- 16.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 16.2 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 31 Day Of July 2019.


AS WITNESSES:

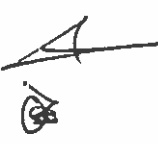
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EMPLOYEE

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AS WITNESSES:

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IDP REF.	USCT PROG. REF.	PROGRAM	USCT PROJECT REF.	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE 2019/2020	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	BASELINE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET: Q2	TARGET: Q3	TARGET: Q4	PORTFOLIO OF EVIDENCE	
LED 4.2			1.1.5	Marketing Platforms	To efficiently manage USC T owned digital channels (website, social media and mobile app) and ensure information is updated continuously and a up-to date as per maintenance plans for 2019-2020	1.1.5.1	Online Information	To efficiently manage USC T owned digital channels (website, social media and mobile app) and ensure information is updated in accordance with the content maintenance plans 2019-2020	Quarterly Content Review and Maintenance) Plans 100% implemented	% Plan implemented	100%	100%	R237 800.00	100%	100%	100%	100%	Quarterly Digital Reports	
LED 4.2			1.1.5.2		To efficiently monitor and analyse online data to understand visitor interests and trends	1.1.5.2	Online Trends and Analysis	To efficiently monitor and analyse online data to understand visitor interests and trends	Quarterly Monitoring and Trend analysis reports completed	Number of Reports (Cumulative)	3	4	R7 200.00	1	2	3	4	Quarterly Digital Reports	
LED 4.2			1.1.6	Marketing Material	To produce south coast information material according to plan and budget for 2019-2020	1.1.6.1	Branding/Marketing Material	To produce branding material that is representative of the diverse south coast offering as per Revised Brand Manual and Budget for 2019-2020	Branding Material Produced as per Revised Brand Manual and Budget for 2019-2020	% to Plan	100%	100%	R190 000.00	0	0	0	0	Expenditure Report 3 Evidence of Materials	
LED 4.2			1.1.6.2		To produce promotional material that showcases diverse product offerings as per Revised Brand Manual and Budget for 2019-2020	1.1.6.2	Promotional Material/ collateral	To produce promotional material that showcases diverse product offerings as per Revised Brand Manual and Budget for 2019-2020	Promotional Material and Collateral Produced as per Revised Brand Manual and Budget	% to Plan	100%	100%	R73 000.00	0	0	0	100%	Expenditure Report 3 Evidence of Materials	
LED 4.2			1.1.6.3		To produce South Coast Information Material.	1.1.6.3	South Coast Information Material Production 2019-2020.	To produce South Coast Information Material.	SC Experience, Accommodation, Routes, Niche products into southern explorer by Quarter Two	By Date	0	0	R0.00	0	30-Dec-19	0	0	Southern Explorer guides and confirmation email date	
LED 4.2			1.1.6.4		To produce South Coast Information Material.	1.1.6.4	Meeting Planner Material	To produce South Coast Information Material.	Meeting Planner Guide by Quarter Three.	By Date	0	0	R160 000.00	0	0	31-Mar-20	0	Meeting Planner Guide and Meeting confirmation date	
LED 4.2			1.1.6.5		To produce South Coast Information Material.	1.1.6.5	Updated Event Calendar on destination Website.	To produce South Coast Information Material.	Updated Event Calendar on destination Website.	By date	0	0	R0.00	0	30-Sep-19	0	30-Dec-19	30-Mar-20	Quarterly Digital Reports & Screenshots Evidence of updated event calendar on website
LED 4.2			1.1.6.6		To produce South Coast Information Material.	1.1.6.6	Tourism Investment Prospectus produced by end of Quarter One 2019-2020	To produce South Coast Information Material.	Tourism Investment Prospectus produced by end of Quarter One 2019-2020	By date	0	0	R21 000.00	0	30-Sep-19	0	0	0	Tourism Investment Prospectus produced by 30 September 2019
LED 4.2			1.1.6.7		To produce South Coast Information Material.	1.1.6.7	Film Prospectus produced by end of quarter four 2019-2020.	To produce South Coast Information Material.	Film Prospectus produced by end of quarter four 2019-2020.	By Date	2017	0	R50 000.00	0	0	0	0	0	Film Prospectus and Confirmation email by date
LED 4.3			1.1.7	Brand Tracking	To monitor the SC image and reputation in the press and digital platforms.	1.1.7.1	Image & Reputation Monitoring	Efficient and Effective image and reputation monitoring (including social media) by a media monitoring service provider with the quarterly output of brand tracking reports during 2019-2020.	Quarterly Brand Tracking Reports Submitted for quarterly consideration during 2019-2020.	Number of Reports (Cumulative)	0	4	R300 000.00	1	2	3	4	Quarterly Brand Tracking Reports	

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KEY PERFORMANCE AREA 2: TOURISM DEVELOPMENT AND TRANSFORMATION

IDP REF	USCT PROGRAM REF	PROGRAM	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF	SUB-PROJECT	SUB-PROJECT OBJECTIVE 2019/20	ANNUAL KEY PERFORMANCE INDICATOR OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	BASELINE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET: Q2	TARGET: Q3	TARGET: Q4	PORTFOLIO OF EVIDENCE
LED 4.7	TD 21	Product Development	2.1.1	Tourism Nodes	To facilitate support and extend geographical spread of tourists ensure availability of services develop tourist routes and identify activities to ensure diversification of destination offering within nodes so as to enable tourism investments	2.1.1.1	Node Development & Services	To identify development products and nodes during 2019-2020 through development of a checklist (critical) to monitor achievement of key indicators (standards and services) in each node area	Node Checklist Approved by 30 September 2019	Date of Approval	Node Checklist Not in Existence	30-Sep-19	R0.00	30 September 2019	0	0	0	Approved Checklist
								Tourism Development implementation of checklist criteria assessments to guide planning and reporting	Progress from baseline of checklist status in all 6 nodes (improved achievement of critical) to a minimum of 50% in all 6 Nodes	Percentage of checklist criteria achieved	5% per Node Determined by 30 September 2019	30% minimum checklist achievement in all 6 nodes		30 September 2019	30	30	30	Quarterly Node Development Reports
								To complete scoping processes in the identified areas for Node Development	Umuwazi Municipal Scoping report	Report by date	57 590 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Scoping report by date
									Umuwazi Municipal Scoping report	Close out report	250 000 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Scoping report by date
									Umuwazi River Trade	Report by date	40 000 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Assessment report and implementation per resolution by date
									KwaZulu Natal Project Assessment report and Approved end of Quarter 1 implementation of Recommendations well underway with 50% achievement of milestones recommended	Report by date	40 000 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Assessment report and implementation per resolution by date
									KwaZulu Natal Project Assessment report and Approved end of Quarter 1 implementation of Recommendations well underway with 60% achievement of milestones recommended	Report by date	110 000 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Assessment report and implementation per resolution by date
									Hydrus Project Assessment report and Approved end of Quarter 1 implementation of Recommendations well underway with 60% achievement of milestones recommended	Report by date	40 000 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Assessment report and implementation per resolution by date
									Umdoni Scoping report and of Quarter 1 implementation of Recommendations well underway with 60% achievement of milestones recommended	Report by date	0.00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Scoping report and implementation per resolution by date
									KwaZulu Natal Scoping report end of Quarter 1 implementation of Recommendations well underway with 60% achievement of milestones recommended	Report by date	0.00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Scoping report and implementation per resolution by date
									KwaZulu Natal Scoping report Completed end of Quarter 1 Approved mid Q2 implementation of Recommendations well underway with 60% achievement of milestones recommended	Report by date	40 000 00	30-Sep-19		30 September 2019	0.00	0.00	0.00	Approved Scoping Report & 2 Node Development Reports with Evidence
									Durban Scoping Report Completed and of Quarter 1 Approved mid Q2 implementation of Recommendations well underway with 60% achievement of milestones recommended	Milestones by Date	60% Recommended milestones met for 2019-2020	60% Recommended milestones met for 2019-2020		30 September 2019	0.00	0.00	0.00	Approved Scoping Report & 2 Node Development Reports with Evidence
									Excursion Road (KwaZulu) Implementation of Planned Milestones	% Planned Milestones Achieved	No Scoping Report Completed	100% Achieved Milestones to Plan	R0.00	30 September 2019	0.00	0.00	0.00	Approved Scoping Report & 2 Node Development Reports with Evidence
									Agri-Tourism Scoping Report Completed and approved with implementation of recommendations underway with 60% achievement of implementation plan	Milestones by Date	No Scoping Report Completed	100% Achieved Milestones to Plan	R0.00	30 September 2019	0.00	0.00	0.00	Approved Scoping Report & 2 Node Development Reports with Evidence
									To review institutional arrangements of area committees during quarter one of 2019-2020, obtain approval in quarter two, and implement approved recommendations during quarter three and four of 2019-2020.	Milestones by Date	Existing Area Committees Not Fully functional nor value-adding	100% Recommended milestones met for 2019-2020	R0.00	30 September 2019	0.00	0.00	0.00	Approved Scoping Report & 2 Node Development Reports with Evidence
									To assist emerging entrepreneurs and SMEs requiring information on participation in the tourism sector	% of individuals requesting information assisted	100% of emerging entrepreneurs and SMEs requesting tourism information assisted	100%	R0.00	30 September 2019	100%	100%	100%	Progress Report with Evidence of Assistance who assisted, information request and how assisted per quarter
LED 4.9	TD 22	Small Enterprise development & support	2.2.1	Small Enterprise Development & Support	Facilitate the integration of emerging entrepreneurs into tourism industry and encourage transformation through various support initiatives planned as sub-projects during 2019-2020	2.2.1.1	Information Access	To develop and obtain approval of a SME/Entrepreneur skills development plan by 30 September 2019, followed by 100% implementation of the approved plan for 2019-2020	SME Development Plan approved by 30 September 2019	Date of Approval of Plan	0	100%	R350 000.00	30 September 2019	0	0	0	Progress Report Approved by CEO
									To develop and obtain approval of a SME/Entrepreneur skills development plan by 30 September 2019, followed by 100% implementation of the approved plan for 2019-2020	% Implementation of Plan	0	100%	R350 000.00	30 September 2019	0	0	0	Progress Report Approved by CEO

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IDP REF	USCT PROGRAM REF	PROGRAM REF	PROJECT REF	PROJECT OBJECTIVE	SUB-PROJECT REF	SUB-PROJECT OBJECTIVE 2019/2020	ANNUAL KEY PERFORMANCE INDICATOR OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	BASELINE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET Q1	TARGET Q2	TARGET Q3	TARGET Q4	PORTFOLIO OF EVIDENCE	
LED 4.5,	TD 23	Sovereign Development	23.1	South Coast based souvenirs	23.1.1	Support the development and marketing of South Coast based souvenirs through assisting a minimum of 20 producers with developing products and market linkages in 2019-2020.	23.1.1	Quality Assurance & Accreditation	20 Grading Establishment to Assesed by end of Quarter 1 2019 (30 June 2020)	Number Assesed by 2020	0	5-Jun-20	5-Jun-20	5-Jun-20	5-Jun-20	Report and Evidence	
							23.1.2	Market Access	A minimum of 10% assisted entrepreneurs SMEs benefiting from exhibitions through securing sales	Minimum of 10% assisted entrepreneurs SMEs benefiting from exhibitions through securing sales	0	Minimum 10%	10%	10%	10%	Report with Evidence	
							23.1.3	Association Support	Supporting activities to identify target groups requiring with potential for formalisation into the Tourism Market	Supporting activities to identify target groups requiring with potential for formalisation into the Tourism Market	0	2	30 September 2019	1	1	2	Quarterly Progress Reports: Evidence of Support
							23.1.4	SC Arts & Crafts Producers	To identify potential producers to create market driven products, facilitate their access to markets (through SACCA, Royal Show) and commercial sales	Database of potential producers updated by 30 December 2019	0	2	30-Dec-19	0	0	0	Updated Database by Date
LED 4.5,	TD 24	Youth Development	24.1	Youth Exposure	24.1.1	Partner with high schools, tertiary institutions, government and private sector to create exposure for youth into tourism industry operations.	24.1.1	Destination Ambassadors	To develop at least five grade 10 tourism learners per local municipality as destination ambassadors through the youth exposure partnership during 2019-2020.	Number of internships facilitated	363017	0	5	5	5	5	Evidence of Progress Reports & Evidence of Ambassadors
							24.1.2	Internships	To facilitate 10 tertiary tourism student internships during 2019-2020.	Number of internships facilitated	0	10%	10%	10%	10%	Evidence of Internship Agreements	
							24.2	Youth Tourism Businesses	Identify and support youth operated tourism businesses	Youth Tourism Business database developed by date	0	2	30-Dec-19	0	0	0	Database
							24.2.1	Youth Business Support	To identify and support youth operated tourism businesses with regards to access to information, skills development, market access and business linkages	% Youth tourism from database benefited from skills development	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.2	Destination Knowledge Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from radio access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.3	Media Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from newspaper access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.4	Destination Knowledge Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from radio access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.5	Media Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from newspaper access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.6	Destination Knowledge Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from radio access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.7	Media Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from newspaper access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							24.2.8	Destination Knowledge Campaigns	To implement radio and newspaper campaigns	% Youth tourism benefited from radio access	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							LED 4.4,	TD 25	Local Tourism Awareness	25.1	Tourism Awareness	25.1.1	Target locals to raise awareness about the south coast as a tourist destination to encourage by/for and ambassadorship	25.1.1	Media Campaigns	To implement radio and newspaper campaigns	Number of newspaper inserts (Cumulative)
25.1.2	Signage	To implement destination knowledge campaigns	% Plan implementation	0	100%	100%								100%	100%	100%	Progress Report with Evidence
25.1.3	Signage	To implement destination knowledge campaigns	4 partnerships which address visible and aesthetically appropriate signage throughout the district	0	4	4								4	4	4	Minutes of Partnership
25.1.4	Signage	To implement destination knowledge campaigns	Quarterly Progress Report tabled at Board	0	4	4								4	4	4	Progress Reports
LED 4.5,	TD 26	Tourist Infrastructure	26.1	Strategic Visible Signage	26.1.1	To motivate for visible signage at strategic locations	26.1.1	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Number of Radio Spots (Cumulative)	Nil (local)	4	1	2	3	4	Minutes of Partnership
							26.1.2	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	% Plan implementation	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							26.1.3	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	4 partnerships which address visible and aesthetically appropriate signage throughout the district	0	4	4	4	4	4	Minutes of Partnership
							26.1.4	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Quarterly Progress Report tabled at Board	0	4	4	4	4	4	Progress Reports
							26.1.5	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	RHM Partnership	0	4	4	4	4	4	Minutes of Partnership
							26.1.6	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Progress Report includes airport element	0	4	4	4	4	4	Progress Report
							26.1.7	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Provincial Dept of Transport Partnership and LM/Partnerships	0	5	5	5	5	5	Minutes of Partnership
							26.1.8	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	4 LM and 1 Provincial DOT Quarterly Progress Report	0	5	5	5	5	5	Minutes of Partnership
							26.1.9	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	RHM & Umfolozi Partnership to beaches	0	2	2	2	2	2	Minutes of Partnership
							26.1.10	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	2 LM Quarterly Progress Report including beaches	0	2	2	2	2	2	Progress Report
LED 4.5,	TD 27	Responsible & Sustainable Tourism	27.1	Tourist Practices Promotion	27.1.1	To promote responsible tourism practices to ensure sustainable tourism growth 2019-2020.	27.1.1	Ava Committee	100% compliance with responsible tourism driver by Ava Committees	Number assisted with grading	0	100%	100%	100%	100%	100%	Progress Report & Evidence of Assistance
							27.1.2	Industry Standards	20 Establishments Assesed with Grading	Number assisted with grading	0	20	20	20	20	20	Progress Report & Evidence of Assistance
							27.1.3	Beaches	To ensure clean and efficiently equipped beach facilities through liaising with relevant authorities MOU with RHM and Umfolozi.	Number of LM Partnerships dealing with beaches	0	2	2	2	2	2	Minutes of Partnership
							27.1.4	Beaches	To ensure clean and efficiently equipped beach facilities through liaising with relevant authorities MOU with RHM and Umfolozi.	2 LM Quarterly Progress Report including beaches	0	2	2	2	2	2	Progress Report
LED 4.5,	TD 28	Tourist Infrastructure	28.1	Strategic Visible Signage	28.1.1	To motivate for visible signage at strategic locations	28.1.1	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Number of Radio Spots (Cumulative)	Nil (local)	4	1	2	3	4	Evidence of Radio Spots
							28.1.2	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	% Plan implementation	0	100%	100%	100%	100%	100%	Progress Report with Evidence
							28.1.3	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	4 partnerships which address visible and aesthetically appropriate signage throughout the district	0	4	4	4	4	4	Minutes of Partnership
							28.1.4	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Quarterly Progress Report tabled at Board	0	4	4	4	4	4	Progress Reports
							28.1.5	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	RHM Partnership	0	4	4	4	4	4	Minutes of Partnership
							28.1.6	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Progress Report includes airport element	0	4	4	4	4	4	Progress Report
							28.1.7	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	Provincial Dept of Transport Partnership and LM/Partnerships	0	5	5	5	5	5	Minutes of Partnership
							28.1.8	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	4 LM and 1 Provincial DOT Quarterly Progress Report	0	5	5	5	5	5	Minutes of Partnership
							28.1.9	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	RHM & Umfolozi Partnership to beaches	0	2	2	2	2	2	Minutes of Partnership
							28.1.10	Signage	To motivate for visible signage at strategic locations through engagements with relevant authorities and Partnering with 4 Local Municipalities within UGU.	2 LM Quarterly Progress Report including beaches	0	2	2	2	2	2	Progress Report

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KEY PERFORMANCE AREA 03: RESEARCH

DP REF	USCT PROGRAM REF	PROGRAM	PROJECT STRATEGIC OBJECTIVE	USCT PROJECT REF	PROJECT	PROJECT STRATEGIC OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	BASELINE	UNIT OF MEASURE/PERFORMANCE MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	Q1: TARGET	Q2:	Q3:	Q4:	PORTFOLIO OF EVIDENCE
LEU 4.2							3.1.1.1	Dispatch Measures	To conduct dispatch measures of seasonal arrivals, occupancies and visitor satisfaction.	Standardised seasonal occupational level report	inadequate information	Number of reports (Cumulative)	2	R0 00	0	0	0	1	2 Reports
							3.1.1.2	Enabling Research Tools	To develop and obtain approval of an appropriate and suitable framework to enable credible research based information collection for future years	Valid and Reliable Research Framework and Tools in Place for future years information collection	Usage of Official Statistics may be flawed and sometimes unreliable	Data	30-Mar-20	R0 00	0	0	0	30-Mar-20	0 Framework and Budget for Implementation Annual Approval
							3.1.1.3	Existing Official Statistics	To utilise official and existing statistics, desktop short-cuts, to report on key indicators during and for the financial year 2019-2020	Latest Annual report information provided with regards to number of tourists in south coast over over the years to enable Board Adoption of Annual Report by 31 December 2019		Annual Report Information by date to enable Board Adoption by Date	31-Dec-19	R0 00	0	0	31-Dec-19	0 Adopted Annual Report with Relevant statistical information included	
	R3.1	Data Management	To collect and utilise credible (valid and reliable), data for strategic usage for the USCT entity towards achievement of goals and objectives.				3.1.1.4	Visitor Satisfaction Survey	To obtain information on visitor satisfaction to inform strategies and plans to ensure 100% visitor satisfaction	Two Visitor Satisfaction Survey Reports complete during 2019-2020.	Two Visitor Satisfaction Reports Completed Annually	Completed Number of Visitor Satisfaction Reports (Cumulative)	2	R0 00	0	0	0	1	2 Two Visitor Satisfaction Reports
							3.1.1.5	Accommodation & Venue Database	To compile a credible Accommodation and Venue database for the UGU District by 30 January 2020	Credible Venue and Accommodation Database Developed by 30 January 2020	No credible databases exist.	Credible Venue and Accommodation Database Developed by 30 January 2020	30-Jan-20	R0 00	0	0	0	30-Jan-20	0 Delivery and Date of Delivery

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KEY PERFORMANCE AREA 04: STAKEHOLDER MANAGEMENT

OP REF	USCT PROGRAM REF	PROGRAM	PROGRAM OBJECTIVE	USCT PROJECT REF	PROJECT	PROJECT STRATEGIC OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	BASELINE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET R	Q1 TARGET	Q2 TARGET	Q3 TARGET	Q4 TARGET	PORTFOLIO OF EVIDENCE
				4.1.1	Membership	To establish accurate membership data during 2019/2020 and to increase membership	4.1.1.1	Existing Membership	To develop and have approved a new Membership Database	Nil	New Membership Database Approved by 30 June 2020	By Date	20-Jun-20	R0 00	3	3	3	3	Approved Membership Database
				4.1.2	Stakeholder Networking	Host stakeholder networking information development and information platforms.	4.1.2.1	New Members	To facilitate four dinners during the year to recruit new members	Nil	To facilitate 4 membership drives during the year 2019/2020	Number of Members (cumulative)	4	R0 00	1	2	3	4	Membership Register
				4.1.3	Partnerships	To secure 8 new formalised multi-year partnership agreements, MOUs to achieve USCT goals and objectives with Sun International, Each Local Municipality, Provincial Department of Transport, VET and DARD	4.1.3.1	New Partnerships	To secure 8 formalised partnership agreements, MOUs during 2019-2020 with identified stakeholders to achieve USCT goals and objectives	Nil	Eight new formalised partnerships, MOUs entered into during 2019/2020	Number (cumulative)	8	R0 00	0	4	5	8	Signed Partnership Agreements, MOUs
				4.1.4	Stakeholder Relations	To enable stakeholder good governance through effective and efficient decision-making, oversight and reporting.	4.1.4.1	AGM	AGM held before 30 June 2020	2	Quarterly Progress Reports Taken on implementation of MOUs	Report per quarter (cumulative)	4	R0 00	1	2	3	4	Existing Agreements Progress Quarterly Progress Reports
				4.1.5	Area Committee Relations	To ensure good relations with area committee chairpersons.	4.1.5.1	Meetings with Area Committee Chairpersons	To host at least one meeting per quarter with area committee chairpersons.	One meeting held per quarter with area committee chairpersons.	One meeting per quarter	Meeting per quarter	4	R0 00	1	1	1	1	Minutes of meeting and Attendance Register
				4.1.2	Stakeholder Networking	Host stakeholder networking information development and information platforms	4.1.2.1	Stakeholder Networking	Host stakeholder networking information development and information platforms	Nil	To host a minimum of 2 platforms	Number (cumulative)	2	R91 325 00	0	1	1	2	Attendance Registers
				4.1.3.2	Existing Partnerships	To monitor and report on existing partnerships	4.1.3.2	Existing Partnerships	To monitor and report on existing partnerships	2	Quarterly Progress Reports Taken on implementation of MOUs	Report per quarter (cumulative)	4	R0 00	1	2	3	4	Existing Agreements Progress Quarterly Progress Reports
				4.1.4.2	Attendance of Municipal and IGR Platforms.	To attend a minimum of 10 Municipal and IGR Platforms Meetings	4.1.4.2	Attendance of Municipal and IGR Platforms	To attend a minimum of 10 Municipal and IGR Platforms Meetings	10	10 Council Meetings attended	Number Attended (cumulative)	10	R0 00	3	5	8	10	Meetings Platform Minutes

LED 3.1, 3.2, 3.3

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USCT KPA 5: USCT ENTITY ADMINISTRATION

SUB-PROJECT REF.	SUB-PROJECT	BASELINE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	BUDGET	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
5.1.1.1	Strategic Plan	Business Plan 2019-2021 Approved 30 March 2019.	Reviewed Strategic Plan approved by Board before 30 March 2020	Date of Strategic Plan Approval	30 March 2020	R0 00	0	0	30 March 2020	0	Board Resolution of Approval
5.1.1.2	Annual Operational/Performance Plan	One Year Operational Plan Approved 23 May 2019	One Year Operational Plan approved by Board by 30 June 2020	Date of Operational Plan Approval	30 May 2020	R0 00	0	0	0	20 May 2020	Board Resolution of Approval
5.1.1.3	Organisational Performance Management	88% Targets Achieved (2018 Annual Report)	90% Targets/Annual KPI Outputs Achieved	Planned KPI Outputs % Achieved	90%	R0 00	90	90	90	90	Audited Annual Performance Report
		Annual Report adopted by Board 7 December 2019	Annual Report adopted by Board 31 December 2019	Date of Annual Report Adoption	31 December 2019 and Submission to Ugu DM.	R0 00	0	31-Dec-19	0	0	Board Resolution of Approval and submission to Ugu DM with Acknowledgement of Receipt from Ugu DM.
		Mid-Year Report Adopted 17 January 2019	Mid-Year Performance Report adopted by 30 January 2020	Date of Mid-Year Report Adoption	30 January 2020	R0 00	0	0	30 January 2020	0	Board Resolution of Adoption
		4 Quarterly Review Reports Completed	4 Quarterly Review sessions and reports completed by W1 of following quarter.	Number of reports by date	4 by w1 following quarter	R0 00	1	1	1	1	Evidence of Submission to Ugu.
5.2.1.1	Risk Management and Fraud Prevention	Risk Register and Fraud Prevention Plan adopted by 30 September 2019.	Completed and Adopted Risk Register and Fraud Prevention Plan by 30 September 2019	Date	30 September 2019	R0 00	30-Sep-19	0	0	0	Board Resolution of Adoption
		Annual Audit Plan adopted.	Developed and Adopted Annual Audit Plan by 30 September 2019	Date	30 September 2019	R0 00	30-Sep-19	0	0	0	Board Resolution of Adoption
		Quarterly Meetings of Audit Committee	Number of Quarterly Audit Committee meetings	Number per quarter	4	R33 687 00	1	1	1	1	Audit Committee Minutes
		100% of audit queries resolved per quarter.	100% of audit queries resolved per quarter.	Percentage of Resolved Audit Queries per quarter	100%	R0 00	100%	100%	100%	100%	Audit Committee Minutes
5.2.1.2	Annual Audit Plan	% Implementation of Annual Audit Plan	100% Annual Audit Plan Implementation	Percentage of Plan Implemented	100%	R0 00	100%	100%	100%	100%	Audit Committee Minutes
5.2.1.3	Auditor-General Management Report	Unqualified Audit Opinion	Auditor-General Management Report and Audit Finding: Clean Audit	AG Report Opinion	Unqualified Audit	R390 200 00	0	0	Unqualified Audit	0	AG Management Report Duly Signed off and Tabled
		AG Report	AG Report with no repeat findings	Number of repeat findings	Number of Repeat Findings	R0 00	0	0	0	0	AG Management Report Duly Signed off and Tabled
5.2.2.1	Statutory Compliance	100% Statutory Compliance	100% Statutory compliance	Percentage Compliance	100%	R0 00	100%	100%	100%	100%	Board Reports and Minutes.
5.2.2.2	Board Resolution Implementation	No baseline	100% Implementation of Resolutions	% Implementation	100%	R0 00	100%	100%	100%	100%	Resolution Monitoring System Evidence of Implementation & Annual Report

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SUB-PROJECT REF.	SUB-PROJECT	BASELINE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	BUDGET	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
5.2.2.3	Policies	100% policy framework functioning	100% Policy Framework informing operations	Policy Compliance Reviewed and Updated Policies Approved	100% 100%	R0 00 R0 00	100% 100%	100% 100%	100% 100%	100% 100%	Board Reports and Minutes Board Reports and Minutes
5.3.1.1	Budget Planning	Budget Policy approved 23 May 2019	Budget Policy approved by 30 May 2020	By date	30-May-20	R0 00	0	0	0	30 May-20	Board Resolution Adopting Budget Policy
		First draft budget 2020-2021 submitted to Ugu by 30 January 2020	First draft budget submitted to Ugu by 30 January 2020	By Date	30-Jan-20	R0 00	0	0	0	0	Board Resolution of Approval of Draft 2020-2021 Budget: submission to Ugu & Acknowledgement of receipt.
		Final Draft Budget 2020-2021 approved 30 March 2019	2020-2021 Annual Draft Budget approved by 30 March 2020	By Date	30-Mar-20	R0 00	0	0	0	0	Board Resolution of Approval of Draft 2020-2021 Budget: submission to Ugu & Acknowledgement of receipt.
5.3.1.2	Financial In-Year Reporting	12 Monthly Reports compiled and submitted by deadline	12 Monthly Reports compiled and submitted by deadline	Number of Reports by deadline.	12	R0 00	3	6	9	12	Reports with submission dates
5.3.1.3	Budget Review	S88 Report completed by 20 January 2019	S88 Report compiled and approved by 20 January 2020	Report completed and approved by date.	20 January 2020	R0 00	0	0	20 January 2020	0	Board Approval Resolution and proof of submission to Ugu District.
5.3.1.4	Annual Financial Statements	AFS adopted 31 December 2018	Adopted AFS by 31 December 2019	Adopted AFS by Date	31-Dec-19	R0 00	0	31-Dec-19	0	0	Board Resolution of AFS Adoption.
		Draft AFS submitted to AG by 31 August 2018.	Draft AFS submitted to AG by 31 August 2019	Draft AFS submitted to AG by Date	30-Aug-19	R0 00	30-Aug-19	0	0	0	Draft AFS submitted to AG with acknowledgement of receipt.
5.3.2.1	Operational Expenditure	90% operational expenditure to plan	90% operational expenditure to plan	% operational expenditure to plan.	100%	R2 393 790 00	90%	90%	90%	90%	Quarterly Reports.
		Staff Salaries paid monthly by 25th.	Staff Salaries paid monthly by 25th.	Payment by date	25 th Monthly	R8 257 324 00	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	Salary Reports by date
		Board Fees paid monthly by 25th.	Board Fees paid monthly by 25th.	Payment by date	25 th Monthly	R743 869 00	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	3x Monthly Payment by 25th	Salary Reports by date
5.3.2.2	Capital Expenditure	90% expenditure to plan	90% capital expenditure to plan.	% capital expenditure to plan.	90%	R199 579 00	90%	90%	90%	90%	Quarterly Reports.
5.3.2.3	Fruitless & Wasteful Expenditure	Less than 1%	Less than 1% Fruitless and Wasteful expenditure	Budget % spend fruitless and wasteful expenditure	Less than 1%	R0 00	Less than 1%	Less than 1%	Less than 1%	Less than 1%	Board Reports and Minutes and Register.
5.3.2.4	Unauthorised Expenditure	Less than 1%	Less than 1% unauthorised expenditure	Budget % spend unauthorised expenditure	Less than 1%	R0 00	Less than 1%	Less than 1%	Less than 1%	Less than 1%	Board Reports and Minutes and Register.
5.3.3.1	Credit Control & Debt Collection Policy	Adopted 22 May 2019	Reviewed Policy by 30 May 2019	By Date	30-May-19	R0 00	0	0	0	0	Board Resolution of Adoption of Policy
5.3.3.2	Annual Tariffs.	Final Draft Budget 2020-2021 approved 30 March 2019 with Tariffs included	2020-2021 Annual Draft Budget approved by 30 March 2020.	By Date	30-Mar-20	R0 00	0	0	30-Mar-20	0	Board Resolution of Approval of Draft 2020-2021 Budget with Tariffs : submission to Ugu & Acknowledgement of receipt.

SUB-PROJECT REF.	SUB-PROJECT	BASELINE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	BUDGET	Q1: TARGET	Q2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
5.3.3.3	Grant Funding	100%	100% grant funding received as per plan	% received to plan	100%	R19 294 417.00	100%	100%	100%	100%	Quarterly Reports
5.3.3.4	Received Revenue to Plan	100% revenue received as per plan.	100% revenue received as per plan.	% revenue received to plan	100%	R947 556.00	100%	100%	100%	100%	Quarterly Reports
5.3.4.1	Annual Procurement Plan	100% SCM implementation to plan	100% SCM implementation to plan	% to plan implementation	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
5.3.4.2	SCM Policy	22-May-19	Reviewed and Approved by 30 May annually	By date	0	R0.00	0	0	0	30-May-10	Board Resolution of Approval of Reviewed Policy
5.3.4.3	SCM Procedures	100% compliant implementation	100% compliant implementation	% Compliance	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
5.3.4.4	BBBEE Reporting	100% compliant implementation	100% compliant implementation	% Compliance	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
5.3.5.1	Asset Register	100% Compliance	100% compliant Asset Register implementation	% Compliance	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
5.4.1.1	Staffing	100%	100% posts in structure filled.	% filled posts in structure	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
5.4.1.2	Staff Development	-	Plan Development by date	date	30 December 2019	R51 723.00	100%	100%	100%	100%	Quarterly Reports
5.4.1.3	Staff Performance	Jul-19	100% relevant staff with signed annual performance plans by date of 30 July 2019	% staff with signed annual performance plans by 30 July 2019	100%	R0.00	100%	0	0	0	Duly Signed Annual Performance Plans
5.4.2.1	Resolution Implementation	No baseline	100% Implementation of Resolutions	% Implementation of Resolutions	100%	R0.00	100%	100%	100%	100%	Quarterly Performance Reports
5.4.3.1	Film Office	Established Film Office	Well maintained and operationalised film office to support USCT strategies.	Milestones by Quarter	100%	R108 318.00	100%	100%	100%	100%	Resolution Monitoring System Evidence of Implementation & Annual Report

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