

Account	NOTES	Approved Budget 19.05.2020 (with adjustments)	Draft budget : 2021/2022	2022 / 2023	2023 / 2024
1100 - Interest, Dividend and Rent on Land [Revenu					
D0001/IR01059/F0047/X087/R0394/001/F (INTEREST)		298 452	120 127	126 133	132 440
		298 452	120 127	126 133	132 440
1300 - Operational Revenue [Revenue - Exchange Rev					
D0001/IR01415/F0047/X087/R0394/001/F (SCBF - 2020)		0	0	0	0
D0001/IR01420/F9184/X087/R0394/001/O (Insurance Refund)		0	0	0	0
D0001/IR01531/F0047/X087/R0394/001/F (Commission Income)		109 524	14 658	15 391	16 160
D0001/IR01229/F0047/X087/R0394/001/F (Info Kiosk Rentals)		675	0	0	0
D0001/IR01451/F0047/X087/R0394/001/F (Other grant funding and income)		0	0	0	0
D0001/IR01453/F0047/X087/R0394/001/F (Membership fees raised)		200 000	138 075	144 979	152 228
- Classic Tourism Membership (APP)	R1	0	0	0	0
D0001/IR01462/F0047/X087/R0394/001/F (Sales and office projects)		38 614	0	0	0
Total		348 813	152 733	160 370	168 388
3000 - Transfers and Subsidies [Revenue - Non-exch					
D0001/IR06052/F9184/X087/R0394/001/CS (Municipal Grant revenue)		17 958 575	17 116 451	17 972 274	18 870 888
: Ugu DM	i	13 541 956	12 635 207	13 266 967	13 930 315
: RNM	ii	2 205 968	2 178 115	2 287 020	2 401 372
: Umdoni		1 269 781	1 322 900	1 389 045	1 458 497
: Umzumbe		525 670	547 660	575 043	603 796
: Umuziwabantu		415 200	432 570	454 198	476 908
Total		17 958 575	17 116 451	17 972 274	18 870 888
Total Income		18 605 840	17 389 311	18 258 776	19 171 715
[Expenditure]					
4900 - Employee Related Cost [Expenditure]					
O0001/IE00036/F9184/X087/R0394/001/OO (Staff Basic Salary and Wages)		2 991 356	2 262 541	2 375 668	2 494 451
O0001/IE00038/F9184/X087/R0394/001/OO (Staff Bonuses)		249 280	170 614	179 145	188 102
O0001/IE00043/F9184/X087/R0394/001/OO (Medical Aid)		252 866	197 130	206 986	217 335
O0001/IE00044/F9184/X087/R0394/001/OO (Pension / RA)		147 124	124 276	130 490	137 014
O0001/IE00045/F9184/X087/R0394/001/OO (Staff : Unemployment Insurance)		26 720	15 609	16 389	17 209
O0001/IE00121/F9184/X087/R0394/001/OO (Staff Cellular and Telephone)		54 188	33 469	35 142	36 899
O0001/IE00128/F9184/X087/R0394/001/CS (S57: Salary : CEO)		1 308 293	1 318 464	1 384 387	1 453 607
O0001/IE00130/F9184/X087/R0394/001/CS (S57: CEO Performance bonus paid)		143 000	171 400	179 970	188 969
O0001/IE00131/F9184/X087/R0394/001/C1 (S57: Performance Bonus provision)					
O0001/IE00140/F9184/X087/R0394/001/CS (S57: CEO : UIF)		1 785	1 874	1 968	2 066
O0001/IE01521/F9184/X087/R0394/001/OO (Staff Housing Benefits)		10 781	10 937	11 484	12 058
O0001/IE01530/F9184/X087/R0394/001/OO (Staff Leave Pay)		0	56 540	59 367	62 335
O0001/IE01531/F9184/X087/R0394/001/OO (Leave pay provision)		201 373	139 894	146 888	154 233
O0001/IE03971/F9184/X087/R0394/001/OO (Overtime Structured)		100 288	0	0	0
O0001/IE06059/F9184/X087/R0394/001/OO (S57: Salary: GM:F &HR)		830 986	837 446	879 319	923 285
O0001/IE06061/F9184/X087/R0394/001/OO (S57: Performance Bonus: GM Dev)		91 286	77 152	81 009	85 060
O0001/IE06071/F9184/X087/R0394/001/OO (S57: UIF: GM:F&HR)		1 785	1 874	1 968	2 066
O0001/IE06076/F9184/X087/R0394/001/OO (S57: Salary: GM Dev)		765 571	450 055	472 558	496 186
GM: Development : Leave Paid			71 800	75 390	79 160
O0001/IE06079/F9184/X087/R0394/001/OO (S57: Salary: GM Mkt)		0	0	0	0
O0001/IE06109/F9184/X087/R0394/001/OO (S57: Performance bonus paid: GM F)		96 486	108 868	114 312	120 027
O0001/IE06112/F9184/X087/R0394/001/OO (S57: Performance bonus: GM: Mkt)		0	0	0	0
O0001/IE06253/F9184/X087/R0394/001/OO (S57: UIF : GM: Dev)		1 785	1 093	1 148	1 205
O0001/IE06260/F9184/X087/R0394/001/OO (S57: UIF: GM Mkt)		0	0	0	0
O0001/IE00769/F9184/X087/R0394/001/OO (S57: Cellular Contract)		60 844	55 126	57 883	60 777
Total Salaries		7 335 797	6 106 163	6 411 471	6 732 045
Board of Directors					
O0001/IE07243/F9184/X044/R0394/001/EAC (BoD : EJ Crutchfield - Chairman)		129 235	155 166	162 924	171 071
O0001/IE07246/F9184/X044/R0394/001/EAC (BoD: HR Kelly - Vice Chair)		93 169	114 651	120 384	126 403
O0001/IE07250/F9184/X044/R0394/001/EAC (BoD: C Davenhill)		59 636	74 226	77 937	81 834
O0001/IE07251/F9184/X044/R0394/001/EAC (BoD: V Mzulwini)		59 636	74 226	77 937	81 834
O0001/IE07253/F9184/X044/R0394/001/EAC (BoD: ZP Ngubane)		59 636	74 226	77 937	81 834
O0001/IE07254/F9184/X044/R0393/001/EAC (BoD: J Harris/ Umdoni)		59 636	52 265	54 878	57 622
O0001/IE07258/F9184/X044/R0394/001/EAC (BoD: PT Jeffreys)		59 636	74 226	77 937	81 834
O0001/IE07261/F9184/X044/R0394/001/EAC (BoD: MBW Xolo)		0	0	0	0
O0001/IE00144/F9184/X087/R0394/001/CS (BoD: Travel Own Transport)		30 879	16 058	16 861	17 704
O0001/IE00144/F9184/X087/R0394/001/EAC (S/O 1.26 : BoD Travel costs)		0	0	0	0
		0	0	0	0
Total Salaries Board Fees		551 464	635 043	666 795	700 135
Total Salaries & Board Fees		7 887 261	6 741 206	7 078 266	7 432 179
Operational Costs					
O0001/IE00017/F9184/X046/R0394/001/CS (Audit Committee fees)		100 000	108 570	113 999	119 699
			0	0	0
O0001/IE00516/F0047/X087/R0394/001/F (Cancelled membership fees)		40 000	57 089	59 943	62 940
O1355-10/IE00634/F9184/X087/R0394/001/CS (S/O 1.22 Electricity & Water)		111 606	86 298	90 613	95 144

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O1355-10/IE00649/F9184/X087/R0394/001/CS (S/O 1.22 Maintenance of Buildings)		22 660	25 671	26 955	28 303
O1355-10/IE00650/F0047/X087/R0394/001/F (S/O 1.22 Maintenance Furn & Fittings)		6 975	2 381	2 500	2 625
O1355-11/IE00008/F9184/X087/R0394/001/CS (S/O 1.22 Legal Advice and Litigation)		151 655	247 249	259 611	272 592
O1355-12/IE00698/F0047/X087/R0394/001/F (S/O 1.22 Security services)		58 335	38 820	40 761	42 799
O1355-9/IE00847/F0047/X087/R0394/001/F (S/O 1.22 Professional fees)		85 869	90 162	94 671	99 404
O1355-12/IE00735/F0047/X087/R0394/001/F (Interest paid)		0	0	0	0
O1355-9/IE00539/F0047/X087/R0394/001/F (S/O 1.22 Office Equipment lease)		29 327	30 014	31 514	33 090
O0001/IE00144/F0045/X087/R0394/001/F (S/O 1.22 Travel reimbursements)		103 205	10 305	10 820	11 361
O0001/IE00567/F9184/X087/R0394/001/CS (S/O 1.14 AG Audit Fee)		304 000	319 200	335 160	351 918
O0001/IE00579/F9184/X087/R0394/001/CS (S/O 1.22: M&R Furn & Fittings) ** dup ** remove account		0	0	0	0
O0001/IE00587/F9184/X087/R0394/001/OO (S/O 1.22 Resettlement Cost)		0	0	0	0
O0001/IE00594/F0047/X087/R0394/001/F (S/O 1.22 Signage)		0	0	0	0
O0001/IE00595/F9184/X044/R0394/001/CS (SDL - Board) **		0	0	0	0
O0001/IE00595/F9184/X044/R0394/001/EAC (SDL - Board)**		5 285	5 550	5 827	6 119
O0001/IE00595/F9184/X046/R0393/001/CS (SDL - Audit Committee)		1 000	1 050	1 103	1 158
O0001/IE00595/F9184/X087/R0394/001/F (SLD - Staff)		42 796	44 936	47 183	49 542
O0001/IE00595/F9184/X087/R0394/001/OO (SDL - S57 staff)		32 356	33 974	35 672	37 456
O0001/IE00604/F0047/X087/R0394/001/F (S/O 1.22 Uniforms)		0	0	0	0
O0001/IE00607/F9184/X087/R0394/001/CS (S/O 1.22 Fuel)		41 572	18 033	18 934	19 881
O0001/IE00609/F0047/X087/R0394/001/F (S/O 1.22 Workmens Compensation)		57 881	60 775	63 814	67 004
O0001/IE00757/F0047/X087/R0394/001/F (S/O 1.22 Advert Staff Recruitment)		0	0	0	0
O0001/IE00758/F0047/X087/R0394/001/F (S/O 1.22 Advert Tenders)		0	32 550	34 178	35 886
O0001/IE00759/F9184/X087/R0394/001/CS (S/O 1.22 Bank charges)		91 254	46 970	49 319	51 785
O1232-1/IE00584/F9184/X087/R0394/001/CS (S/O 4.1 Staff Training)		116 024	110 250	115 763	121 551
O1355-10/IE00765/F0047/X087/R0394/001/F (S/O 1.22Car Valet and Washing)		1 806	2 079	2 183	2 292
O1355-10/IE00778/F0047/X087/R0394/001/F (S/O 1.22 Telephone)		215 308	202 402	212 522	223 148
O1355-10/IE00805/F0047/X087/R0394/001/F (S/O 1.22 Insurance Premiums)		48 617	42 798	44 938	47 185
O1355-11/IE00059/F0047/X087/R0394/001/F (S/O 1.22 Conferences attended)		63 609	31 500	33 075	34 729
O1355-11/IE00559/F9184/X087/R0394/001/CS (S/O 1.22 Courier and Delivery Services)		0	0	0	0
O1355-11/IE00808/F0047/X087/R0394/001/F (S/O 1.22 Motor Vehicle Licence)		1 720	1 210	1 270	1 334
O1355-13/IE00579/F0047/X087/R0394/001/F (S/O 1.22: M&R IT)		27 626	16 057	16 860	17 703
O1355-14/IE00059/F9184/X087/R0394/001/D (S/O 1.22 Membership costs)		23 000	0	0	0
O1355-15/IE00579/F9184/X087/R0394/001/OO (S/O 1.22_Cleaning material)		33 092	34 746	36 483	38 307
O1355-16/IE00579/F9184/X087/R0394/001/OO (S/O 1.22_Rental Offices)		714 543	630 000	661 500	694 575
O1355-17/IE00579/F9184/X087/R0394/001/OO (S/O 1.22_Refreshments)		17 436	29 311	30 777	32 315
O1355-19/IE00584/F9184/X087/R0394/001/M1 (S/O 1.22_Subscriptions - Annual)		18 242	19 154	20 112	21 117
- Software licenses : Caseware		120 000	126 000	132 300	138 915
O1355-26/IE00564/F9184/X087/R0394/001/F (Local Film Office)		0	0	0	0
O1355-9/IE00583/F0047/X087/R0394/001/F (S/O 1.22 Printing & Stationary)		95 928	100 725	105 761	111 049
O1355-9/IE00771/F9184/X087/R0394/001/CS (S/O 1.22 Postage)		2 760	0	0	0
O1558-1/IE00579/F9184/X087/R0394/001/OO (S/O 1.22 Vehicle Maintenance)		4 920	9 498	9 973	10 472
O1558-2/IE00579/F9184/X087/R0394/001/OO (S/O 1.22 Vehicle maintenance)		0	0	0	0
D0001/IZ00091/F9184/X087/R0394/001/CS (Loss on Computer equipment)		6 000	6 300	6 615	6 946
D0001/IZ00095/F9184/X087/R0394/001/F (Loss on Furn & Fittings)		2 500	2 625	2 756	2 894
D0001/IZ00107/F9184/X087/R0394/001/F (Loss on Signage)		0	0	0	0
O0001/IE00709/F0047/X087/R0394/001/F (Depreciation: Computer Equipment)		39 858	41 850	43 943	46 140
O0001/IE00711/F0047/X087/R0394/001/F (Depreciation: Furniture & Fittings)		93 509	79 219	83 180	87 339
O0001/IE00723/F0047/X087/R0394/001/F (Depreciation: Vehicles)		80 220	73 158	76 816	80 657
O0001/IE07600/F0047/X087/R0394/001/F (Depreciation: Signage)		11 244	11 806	12 397	13 016
O0001/IE07635/F0047/X087/R0394/001/F (Depreciation: Containers)		9 388	8 593	9 022	9 474
O1355-12/IE00030/F0047/X087/R0394/001/F (Amortisation: Intangibles)		25 899	11 580	12 159	12 767
Signage 64525			0	0	0
Total Operational Costs		3 059 025	2 850 459	2 992 982	3 142 631
Conditional funding expenditure					
O1355-22/IE00636/F9184/X087/R0394/001/M1 (S/O 6.3 SCBF Expenditure)		0	0	0	0
Total Conditional grants		0	0	0	0
Marketing Expenditure					
1.1.1.1 O1356-33/IE00837/F9184/X087/R0394/001/M1 (1.1.2: Public Relations ORM)	M01	696 000	730 800	767 340	805 707
O1356-33/IE00837/F9184/X087/R0394/001/M1 (1.1.2: Marketing)		360 000	371 700	390 285	409 799
1.1.1.2 O1356-31/IE00645/F9184/X087/R0394/001/M1 (1.1.1_Graphic Design-Ad agency design)	M02	144 000	166 668	175 001	183 751
1.1.1.2 O1356-30/IE00837/F9184/X087/R0394/001/M1 (1.1.1_Media Buying)	M03	75 000	2 557	2 684	2 819
1.1.1.2 O1356-26/IE00656/F9184/X087/R0394/001/M1 (S/O 5.17 Campaigns - Photos & Video)	M04	13 405	0	0	0
: Drone footage	M04/2		36 750	38 588	40 517
1.1.6.3.6 O1356-4/IE00656/F9184/X087/R0394/001/M1 (Photo Library & Destination Video)	M05	10 000	161 109	169 164	177 622
1.1.1.2 O1356-24/IE00753/F9184/X087/R0393/001/M1 (S/O 5.17 Campaign : Print & Online adverts)	M06	1 000 000	1 693 861	1 778 554	1 867 482
O1356-24/IE00753/F9184/X087/R0393/001/M1 (S/O 5.17 Campaign :Radio / TV support)	M07	100 000	525 000	551 250	578 813
1.1.7.1 O1353-5/IE00018/F9184/X087/R0394/001/M1 (1.1.6 Research on Tourism Brand Tracking)	M08	63 049	75 431	79 202	83 163
1.1.4.3 O1356-10/IE00564/F0041/X087/R0394/001/M (Media Educationals : Entrance fees)	M09	160 000	179 796	188 786	198 225
1.1.5.1 O1337-1/IE00795/F9184/X087/R0394/001/C1 (S/O 5.34 Website System Development)	M10	183 600	660 542	693 570	728 248
O1356-29/ Newsletter	M11	21 000	22 050	23 153	24 310
Visitor Inforamation Services - Portal online			105 000	110 250	115 763
1.1.2.1 O1356-12/IE00636/F9184/X087/R0394/001/M1 (S/O 6.1 Events Activation Programme)	M12	227 920	21 000	22 050	23 153
1.1.3.1 O1355-25/IE00844/F9184/X087/R0394/001/M1 (1.1.1 MICE)	M13	56 122	0	0	0
1.1.6.3.2 O1355-24/IE00018/F9184/X087/R0394/001/M1 (S/O 5.3 / 1.1.1 _Meeting Planner Guide)	M14	86 368	0	0	0

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	Signature events - Other	M15	0	0	0	0
1.1.1.5	O1357-7/IE00564/F9184/X087/R0394/001/M1 (1.1.1 Speed Marketing Sessions)	M16	30 000	126 000	132 300	138 915
1.1.4.2/1.1.6.3	O1355-1/IE00583/F9184/X087/R0394/001/M1 (S/O 5.4 Brochure support)	M17	110 000	167 423	175 794	184 583
1.1.3.1 & 2	O1356-9/IE00632/F9184/X087/R0394/001/M1 (S/O 5.19 Show Catering)	M18	15 000	15 750	16 538	17 364
1.1.3.1 & 2	O1356-9/IE00637/F9184/X087/R0394/001/M1 (S/O 5.19 Show exhibition stand)	M18	26 000	10 500	11 025	11 576
1.1.3.1 & 2	O1356-9/IE00059/F9184/X087/R0394/001/M1 (S/O 5.19 Shows : S&T)	M18	15 100	9 975	10 474	10 997
1.1.3.1 & 2	O1356-9/IE00060/F9184/X087/R0394/001/M1 (S/O 5.19 Shows : Accommodation)	M18	47 500	29 925	31 421	32 992
1.1.3.1 & 2	O1356-9/IE00143/F9184/X087/R0394/001/M1 (S/O 5.19 Shows : Car Hire)	M18	3 000	3 150	3 308	3 473
1.1.3.1 & 2	O1356-9/IE00564/F9184/X087/R0394/001/M1 (S/O 5.19 Shows: Entrance fees)	M18	128 000	42 000	44 100	46 305
1.1.3.1 & 2	O1356-9/IE00753/F9184/X087/R0394/001/M1 (S/O 5.19 Shows marketing & promotion)	M18	185 000	43 050	45 203	47 463
1.1.3.1 & 2	O1356-9/IE01581/F9184/X087/R0394/001/M1 (S/O 5.19 Shows : Air Transport)	M18	25 000	18 375	19 294	20 258
1.1.3.1 & 2	O1356-9/IE01583/F9184/X087/R0394/001/M1 (S/O 5.19 Shows: Own Car Travel)	M18	11 445	7 278	7 641	8 023
1.1.1.2	O1356-19/IE00636/F9184/X087/R0394/001/M1 (S/O 5.17 Campaign Events)		0	0	0	0
1.1.1.6.1	O1356-23/IE00758/F9184/X087/R0394/001/M1 (S/O 5.43 MICE Appointment)		0	0	0	0
1.1.3.1	O1356-32/IE00637/F9184/X087/R0394/001/M1 (1.1.5: Stand Build)			0	0	0
	- Push notification communication			1 134	1 191	1 250
1.1.5.2	O1337-1/ - Online monitoring		0	0	0	0
1.1.6.1	O1354-4/IE00754/F9184/X087/R0394/001/D (S/O 5.3:) * Branding : Dezzi		120 000	76 955	80 802	84 842
1.1.6.2	O1356-25/IE00754/F9184/X087/R0394/001/M1 (S/O 5.17 Campaign Promo Items)		0	0	0	0
1.1.6.2	O1356-3/IE00754/F9184/X087/R0394/001/M1 (S/O 5.3 Promotional Items - Marketing)		400 000	420 000	441 000	463 050
4.1.2	O1353-3/IE00810/F9184/X087/R0394/001/M1 (SR 4.1 Research on Tourism: Association Membership)		0	210 000	220 500	231 525
4.1.2	- Stakeholder Engagements sessions - Catering etc		50 000	52 500	55 125	57 882
	Local Tourism Friendly Awareness Campaign		0	262 500	275 625	289 406
	Total Marketing Exepnditure		4 362 509	6 248 777	6 561 216	6 889 276
	Development Expenditure					
1.1.4.2	O1354-2/IE00583/F9184/X087/R0394/001/D (S/O 9.4 SEA Brochure support)		0	0	0	0
2.1.1.1.3.2	O1356-16/IE00636/F9184/X087/R0394/001/D (S/O 6.5 District Events)		0	0	0	0
2.1.1.1.3.3	O1355-3/IE00578/F9184/X087/R0394/001/D (S/O 11.1 Umzumbe URT)		0	220 500	231 525	243 101
2.1.1.1.3.4	O1355-4/IE00578/F9184/X087/R0394/001/D (S/O 11.2 KwaXolo Cave Route)		150 000	412 885	433 529	455 205
2.1.1.1.3.5	O1355-6/IE00578/F9184/X087/R0394/001/D (S/O 11.4.1 Kwa Nzimakwe)		100 000	110 250	115 763	121 551
2.1.1.1.3.6	O1354-3/IE00578/F9184/X087/R0394/001/D (S/O 11.5.1 Nyandazulu)		0	0	0	0
2.1.1.1.3.8	Umdoni o1355-28		0	0	0	0
	... Ntelezi Msani			94 500	99 225	104 186
2.1.1.3	AgriTourism Plan Implementations (IE00578 linked)		0	0	0	0
2.2.1.2	O1357-2/IE00059/F9184/X087/R0394/001/D (S/O 8.4 SMME Grading		200 000	210 000	220 500	231 525
2.2.1.3	O1357-3/IE00576/F9184/X087/R0394/001/D (S/O 9.1 SMME Support)		500 000	156 996	164 846	173 088
2.2.1.4	O1357-6/IE00846/F9184/X087/R0394/001/D (S/O 10.4 SMME Mentorship)		0	0	0	0
2.3.1.1	Show Support : entrance fees		85 000	0	0	0
2.3.1.1	Show Support : Accommodation		25 000	0	0	0
2.3.1.1	Show Support : S&T		6 000	0	0	0
2.3.1.1	Show Support : Travel		6 000	0	0	0
2.3.1.1	Show : Catalogue / Material		78 000	0	0	0
	Great Drives Out			52 500	55 125	57 881
2.4.1.2	O1357-4/IE00576/F9184/X087/R0394/001/D (S/O 9.3 Students & Interns)		406 955	199 083	209 037	219 489
2.5.1.1	O1354-1/IE00753/F9184/X087/R0394/001/D (S/O 5.13 Community radio)		0	0	0	0
2.5.1.3	O1357-1/IE00750/F9184/X087/R0394/001/D (S/O 8.2 Schools Project)		0	0	0	0
2.7.1.1	O1355-2/IE00022/F9184/X087/R0394/001/D (S/O 7.4 Area Committee Projects)		0	0	0	0
	O1355-7/IE00578/F9184/X087/R0394/001/D (Oribi/Paddoc/Ezinq corridor)		0	0	0	0
	O1355-8/IE00578/F9184/X087/R0394/001/D (Gamalakhe)		0	0	0	0
	- Implementation Umuziwabantu Scoping (o1353-2/IE00874...)		0	0	0	0
	Unallocated COVID reductions		1 508 426		0	0
	Total Development Expenditure		3 065 381	1 456 713	1 529 549	1 606 026
	Total Annual Operational Expenditure		18 374 175	17 297 155	18 162 013	19 070 114
	Surplus for Capital Funding		231 665	92 156	96 764	101 602
	Capital Budget					
	Computers		110 919	60 656	63 689	66 873
	Intangibles		51 334	31 500	33 075	34 729
	Furniture & Fittings		69 410	0	0	0
	Total Capital Expenditure		231 663	92 156	96 764	101 602
	Total Expenditure					
	Annual Total Expenditure Budget Approved		18 605 839	17 389 311	18 258 777	19 171 716
	Check Budget Balanced : Surplus / (Loss)		-1	0	0	0

KEY PERFORMANCE AREA 01: DESTINATION MARKETING

PROGRAM	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET:Q2	TARGET:Q3	TARGET:Q4	PORTFOLIO OF EVIDENCE
Marketing & Communication	1.1.1	Brand Positioning & Public Relations	To position the south coast as an accessible, year-round, leisure and business destination of choice in SA, with diverse experiences through various marketing/brand positioning approaches, methods and tools	1.1.1.1	Exposure Instances: Destination & Infrastructure	To harness Maximum exposure instance opportunities : travel and tourism, inflight, conference exhibitions, events guides highlighting the diverse culture, heritage, adventure, scenic beauty, meetings facilities and infrastructure accessibility and appealing characteristics	Quarterly Brand Tracking Report	Number of Brand Tracking reports indicating Free Exposure Instances	4	R1 056 000	1	1	1	1	Quarterly Brand Tracking Report with Evidence of Free Exposure Instances
				1.1.1.2	Themed Seasonal Campaigns	To facilitate three (3) themed seasonal campaigns during the year:- Sardine-run, Spring-Summer and Easter season, focusing on destination experiences and events to address seasonality.	Three (3) themed seasonal campaigns held	Number of themed seasonal campaigns	3	R1 325 205	1	1	0	1	Campaign Reports: June-July Sardine Season Report, Spring-Summer Report, Easter Season Report
				1.1.1.3	Port Shepstone Business Hub	To position Port Shepstone as a business hub through free exposure instances.	Free exposure instance profiling Port Shepstone as a business hub.	Number	1	R0	0	0	1	0	Meetings Africa and Brand Tracking Report with evidence of Free exposure.
				1.1.1.4	USCT Thought-Leader	To position USCT as a thought leader in the tourism sector through participating in various platforms and features that communicate its business objectives and build its identity during the year	24 published articles/inserts in the local newspapers and national publications or platforms.	Number of Inserts Published.	24	R0	6	6	6	6	Published Newspaper Inserts & Quarterly Brand Tracking Report
				Quarterly newsletters or Mass Mailing communication distributed to Members and Non-Member			Number of Newsletters distributed	4	R21 000	1	1	1	1	Email evidence of Newsletter circulated to Database	
				To create Tourist Friendly Awareness Campaign focussing on the Residents of the South Coast			Quarterly report identify the Tourist Friendly Awareness programmes undertaken by USCT	Number of reports	4	R500 000	1	1	1	1	Quarterly Tourist Awareness Programme report
				To effectively encourage businesses on Covid 19 developments in Tourism			Push notifications communicated to businesses	Number of Push Notifications facilitated	12	R1 080	3	3	3	3	Screenshot and or photo of the Push Notification circulated.
				1.1.1.5	Tour Packaging	To create and showcase tour packages, including rural/agri tours, during the course of the year	South Coast Tour Packages created to improve geographic spread	Number of tour packages created	4	R0	1	1	1	1	Report summary of the Tour Packaged
				Packages, including rural/agri-tour packages, showcased on USCT website			Minimum Number of tour packages on website.	4	R0	1	1	1	1	Screenshot Evidence of Tour Packages offered	
				To participate/facilitate in speed marketing workshops,to stimulate the development of tour packages to the south coast.			Speed marketing workshops participated in during the year	Number of Workshops	2	R30 000	0	0	1	1	Report submitted supporting registers/ agendas and or programmes.

PROGRAM	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET:Q2	TARGET:Q3	TARGET:Q4	PORTFOLIO OF EVIDENCE
				1.1.1.6	Niche Markets Promotion	To generate MICE leads, CREATING THE OPPORTUNITIES to submit bids, to host meetings, incentives conferences and events in the south coast (Meetings, incentives, conferences, exhibitions)	MICE Leads Generated during the year	Number of MICE Leads Generated	2	R54 991	0	1 SACCI	1 Meetings Africa	0	Evidence of Mice leads generated through the Business Tourism platform Closeout report
						To promote the south coast to as the Golf Coast through print and online media exposure during the year	Golf Tourism promotions	Number of Brand Tracking reports indicating Exposure Instances	4	R0	1	1	1	1	Evidence of Promotions & Quarterly brand tracking report
						To promote the south coast for Agri/Rural tourism through print and online media exposure during the year	Agri/Rural Tourism promotions	Number of Brand Tracking reports indicating Exposure Instances	1	R0	0	0	1	0	Quarterly Brand Tracking Report with evidence of exposure instances
						To promote the south coast as a Diving experience destination through print and onlibe media exposure during the year	Diving experience promotions	Number of Promotions	4	R0	1	1	1	1	Evidence of Promotions & Quarterly brand tracking report
						To promote the south coast as the only destination in KZN with Racing facilities (Dezzi Raceway), through print and online media exposure during the year	Racing experiences	Number of Promotions	4	R120 000	1	1	1	1	Evidence of Promotions & Quarterly brand tracking report
	1.1.2	Public Relations	To facilitate public relations and brand activations to highlight destination offerings through signature events, 4 hinterland and 4 beach activations	1.1.2.1	Activations	To stage beach activations and campaigns to promote south coast offerings and experiences during the year	Beach activations staged during the year	Number of Activations	3		-	1	1	1	Beach event activation report
						To stage hinterland activations to promote south coast offerings and experiences during the year	Hinterland activations staged during the year	Number of Activations	3			1	1	1	Hinterland event activation report.
	1.1.3	Trade Shows and Exhibitions	To promote the South coast through participation in tradeshows and domestic exhibition platforms	1.1.3.1	Domestic Exhibitions & Trade Shows	To participate in Exhibitions & Shows : SATSA, SACCI, Meetings Africa, TME, WTM Africa and Indaba during the year	Domestic exhibitions and trade shows as per annual plan/calendar participated	Number of exhibitions/trade shows as per plan.	8	R289 139	0	1: SATSA	3: Meetings Africa TME - Durban SACCI	2: Indaba WTM Africa	Evidence of Participation, Report, Programmes
			To promote the South Coast through participation in consumer show platforms	1.1.3.2	Consumer Shows	To participate in DOMESTIC CONSUMER SHOWS during the year	Domestic consumer shows participated in the year	Number	2	R191 006	0	1: Getaway Show - JHB	1: Cape Town Getaway		Quarterly Report & Evidence
			To create representation on international platforms via TKZN or other marketing representatives.	1.1.3.3	International Exhibitions & Tradeshows	To create representation on international platforms targeting NICHE tourism platforms.	Representation Achieved at International market platforms	Number	1	R5 000	0	0	1: Das Boot	0	Report with evidence
	1.1.4	Visitor Information Services	To ensure efficient and effective visitor information services.: providing easily accessible up to date information to visitors through walk in centres resulting in 90% positive sentiment from tourists	1.1.4.1	Visitor Information Centres	To operate and effectively manage consistently branded walk-in VICs at strategic locations	Effectively managed and consistantly branded VIC's	1 VIC Report by date	20 June.	R0	0	0	0	20 June 2021.	Report with Evidence

PROGRAM	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET:Q2	TARGET:Q3	TARGET:Q4	PORTFOLIO OF EVIDENCE
				1.1.4.3	DESTINATION FAMILIARISATION TRIPS Trade & Media trips	To host -familiarisation trips during the year to expose the South Coast destination	FAMILIARISATION TRIPS hosted during the year	Number of trips hosted	8	R160 000	1	2	2	3	Quarterly Brand Tracking Report as well as Itinerary, Register and Email correspondence
	1.1.5	E-Marketing Platforms	To efficiently manage USCT owned digital channels (website, social media and mobile app) and ensure information is updated continuously	1.1.5.1	Online Information	To efficiently manage USCT owned digital channels (website, social media and mobile app) and ensure information is updated	Quarterly Content (New and Maintenance) updated	Quarterly report referencing updates	4	R183 600	1	1	1	1	Quarterly Digital Reports
						To effectively share VIC services through the USCT Destination Website (Digitize VIC services)	VIC portal launched to the USCT Destination Website	Portal launch by date	30 Oct 2020.			30 Oct 2020.			Screenshot Evidence of VIC Portal on website.
						To effectively enhance USCT COVID 19 Portal with messaging informing and encouraging Covid 19 readiness	Covid 19 portal on website updated	Updated Covid 19 Portal reports	4		1	1	1	1	Quarterly Covid 19 Portal reports
			To efficiently monitor and analyse online data to understand visitor interests and trends.	1.1.5.2	Online Trends and Analysis	To understand visitor interests and trends.	Quarterly Monitoring and Trend analysis reports completed.	Number of Reports	4		1	1	1	1	Quarterly Digital Reports
	1.1.6	Marketing Material	To produce promotional material that showcases the diverse product offerings of the South Coast.	1.1.6.2	Promotional Material/Collateral	To showcase diverse product offerings as per Revised Brand Manual	Promotional Material and Collateral Produced as per revised Brand Manual and Budget.	% of budget	90%	R400 000	0	25%	50%	90%	Expenditure Report & Evidence of Materials
			To produce south coast information material according to plan and budget for the year	1.1.6.3	South Coast Information Material Production	To provide updated and relevant information	SC Experience, Accommodation, Routes, Niche products produced.	By Date	SC information material completed by 20 June	R0	0	0	-	20 June 2021.	Evidence of SC information produced and available by date
							Meeting Planner Guide produced	By Date	Meeting Planner Guide by 15 December	R86 368	0	15 Dec 20.	-	-	Meeting Planner Guide produced by date
							Updated Event Calendar on destination Website.	By date	Updated event calendar on website every quarter		20 Sept 20.	15 Dec 20.	20 Mar 21.	20 Jun 21.	Screenshot Evidence of updated event calendar on website.
							High Quality Marketing Images Sourced	By Date	20 June 2021.	R10 000	0	0	0	20 June 2021.	Image Library by date
							High Quality Video footage	Number of Videos	4	R35 000	1	1	1	1	Video Library
	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	Quarterly Brand Tracking Reports Submitted for quarterly consideration	Number of Reports	4 quarterly brand tracking reports submitted.	R63 049	1	1	1	1	Quarterly Brand Tracking Reports

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	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET: Q2	TARGET:Q3	TARGET: Q4	PORTFOLIO OF EVIDENCE
	TD 2.1	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	Nodal Development & Services	In partnership with LED and Community based organisations develop one program in each LM that will attract Tourist to the area.	Identify Nodal program development opportunities	Number of programs developed per Local Municipality	2	R30 000.00	-	1 : by 30 October	1 : by 28 February		Program report compiled and submitted to the CEO by date.
								Active implementation of the Nodal Programmes developed	Progress from baseline of Umdoni program developed to a minimum of 50% to be implemented	Percentage of program developed implemented	50%	R70 000.00	-			50%	Quarterly Nodal Programme report
								Active implementation of the Nodal Programmes developed	Progress from baseline of Umuziwabantu program developed to a minimum of 50% to be implemented	Percentage of program developed implemented	50%		-			50%	Quarterly Nodal Programme report
								Active implementation of the Nodal Programmes developed for the KwaXolo Caves project	Progress from baseline of program developed to a minimum of 60% to be implemented	Percentage of program developed implemented	60%	R150 000.00	-			50%	Quarterly Nodal Programme report
								Active implementation of the Nodal Programmes developed for the KwaNzimakwe MultiTrails project	Progress from baseline of program developed to a minimum of 60% to be implemented	Percentage of program developed implemented	60%	R100 000.00	-			50%	Quarterly Nodal Programme report
								Active implementation of the Nodal Programmes developed for the Umzambe River Trails MultiTrails project	Progress from baseline of program developed to a minimum of 60% to be implemented	Percentage of program developed implemented	50%	R100 000.00	-			50%	Quarterly Nodal Programme report
								To extend the Great Drives Out Route to include areas in Umdoni and Umuziwabantu	Umdoni & Umuziwabantu Great Drives Out routes	Number of new Routes	2	R200 000.00	-		1 : by 28 February 2021	1 : by 31 May 2021	Plotted Route by date subitted to the CEO
						2.1.1.3	Agri Tourism	To develop agritourism to ensure diversification of destination offering through completing a scoping exercise, including consultations, and implementation of planned milestones during the year	Incorporate Agri-Tourism products into existing Routes and Tour Packages	Number of Agri-Tourism products incorporated into Routes & Packages (2 per LM)	8	R40 000.00	-	4 : by 31 October	4 : by 28 February		Report on the-Agri-tourism Business Plan showing products incorporated into the Routes and Packages
						2.1.1.4	Area Committees	To strengthen relations with Area Committees and Amakosi to ensure effective implementation of programs	Create Awareness around existing product (eg: KwaXolo Caves) as a Tourist attraction to the Community	Number of reports on the Awareness	4	R0.00	1	1	1	1	Report on the progress on the improved relations and awareness on the tourism product with the community
								Work closely with Area Committees to ensure effective implementation of USCT programs	% of Area Committees functional	80%	R0.00	80%	80%	80%	80%	80%	Report to the CEO on the participation and functionality of the area committees.
						2.2.1.1	Information Access	Covid 19 Compliance for tourism sector businesses	Work with Department of Health & Environmental Services to create and implement awareness drives to be Covid 19 compliant	Number of reports on the work undertaken	4		1	1	1	1	Quarterly Implementation reports submitted to the CEO
								Develop Step-by-Step guide on Covid 19 compliance measures.	Date of completion of Guide	20 Sept 20.	R20 000.00	20 Sept 2020.					Covid 19 Compliance guide completed and submitted to the CEO by date.
							Business Information & Intervention Support	To assist SMMEs and Businesses requiring support towards recovery from Covid 19 lockdown	Partnering with professional bodies (SAICA) to support and assist businesses affected by the Covid19 lockdown	Number of reports on the partnerships forged and businesses assisted	4	R40 000.00	1	1	1	1	Quarterly Implementation reports submitted to the CEO
						2.2.1.2	Skills Development	To develop entrepreneurial program to assist individuals affected by Covid 19	Entrepreneurial program developed to assist individuals	Date of program developed	31 October 2020.		-	31 Oct .2020			Entrepreneurial program developed and submitted to the CEO by date
						2.2.1.3	Quality Assurance & Accreditation	To encourage the improvement of service quality to Tourism establishments	Number of graded establishments assisted	20	20	R200 000.00	-	0	10	10	Report and Evidence.

IDP REF	USCT PROGRAM REF	PROGRAM	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET: Q1	TARGET: Q2	TARGET:Q3	TARGET: Q4	PORTFOLIO OF EVIDENCE
	2.4		2.4.1	Youth Exposure	Partner with high schools, tertiary institutions, government and private sector to create exposure for youth into tourism industry operations.	2.4.1.2	Internships	To facilitate 10 tertiary tourism student internships during the year	Number of internships facilitated	Number	Number	R151 000.00	2	6	2	0	Confirmation letter of appointment to Internship
LED 4.9, 4.10	TD 2.6	Destination Appeal	2.6.1	Strategic Visible Signage	To motivate for visible signage at strategic locations.	2.6.1.1	Tourism Infrastructure	To motivate for effective development and maintenance of all relevant tourism infrastructure and facilities by relevant municipalities (eg: Beaches, Roads, Signage, Airport etc)	Quarterly Progress Report tabled at Board.		4	R0.00	1	1	1	1	Evidence of submission of communication to municipalities
			2.7.1	Tourism Practices Promotion	To ensure hospitality facilities and accommodation meet industry standards through liaising with product owners and relevant industry owners to improve quality and meet industry standards		Destination Appeal	To drive the importance of TBCSA Covid 19 protocols to private sector businesses	Communication to the Private Sector on the importance of "Covid Clean" measures in businesses	Quarterly newsletters	4		1	1	1	1	Covid Clean measures incorporated into the Newsletter, with evidence of circulation

KEY PERFORMANCE AREA 03: RESEARCH

PROGRAM	USCT PROJECT REF	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET	TARGET : Q1	TARGET : Q2	TARGET : Q3	TARGET : Q4	PORTFOLIO OF EVIDENCE
Data Management	3.1.1	3.1.1.1	Trend Research	Partner with TKZN in obtaining KZN South Coast Data	Research findings	Number of reports	1	R0.00	0	0	1		December Seasonal Report
		3.1.1.5	Accommodation & Venue Database	To maintain a credible Accommodation and Venue database for the UGU District	Credible Venue and Accommodation Database Developed by 15 June	Credible Venue and Accommodation Database Developed by 15 June	15 June 2021.	R0.00	0	0	0	15 June 2021.	Delivery and Date of Delivery.
		3.1.1.6	Target Market Identification	To identify the KZN South Coast Target Market	Research report on the KZN South Coast Target Market	Completed Research Report by date	15 June 2021.	R0.00	0	0	0	15 June 2021.	Delivery and Date of Delivery.

KEY PERFORMANCE AREA 04: STAKEHOLDER MANAGEMENT

PROGRAM	USCT PROJECT REF	PROJECT	PROJECT STRATEGIC OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	SUB-PROJECT OBJECTIVE	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE/PERFORMANCE MEASURE	ANNUAL PERFORMANCE TARGET	ANNUAL BUDGET R	Q 1: TARGET	Q2: TARGET	Q3 : Target	Q4 : TARGET	PORTFOLIO OF EVIDENCE
Stakeholder Relations	4.1.1	Membership	To establish accurate membership data and to increase membership	4.1.1.1	Maintenance of Tourism Business Database	To ensure a Tourism Business database is maintained	Database Approved by 30 June 2020	By Date	20-Jun-21	R0.00	0	0	0	20-Jun-21	Approved Database
	4.1.2	Stakeholder Networking	Host and or participate in stakeholder networking, information, development and information platforms .	4.1.2.1	Stakeholder Networking	To participate in provincial and national stakeholder network information development and information platforms.	To participate in minimum of 4 platforms.	Number	2	R61 336.00	0	0	1	1	Attendance Registers / Participation summary
							Host destination/local stakeholder networking, information, development and information platforms.	To host a minimum of 2 platforms.	Number		2	0	0	1	1
	4.1.3	Partnerships	To monitor formalised multi-year partnership agreements/MOUs to achieve USCT goals and objectives with Each Local Municipality	4.1.3.2	Existing Partnerships	To monitor and report on existing partnerships.	Quarterly Progress Reports Tabled on implementation of MOUs.	Report per quarter	4	R0.00	1	1	1	1	Existing Agreements Progress Quarterly Progress Reports
	4.1.4	Shareholder Relations	To enable shareholder good governance through effective and efficient decision-making, oversight and reporting.	4.1.4.1	AGM	To ensure company compliance and reporting to the Parent Municipality	AGM held by 30 June	Date	30-Jun-21	R0.00	0	0	0	30-Jun-21	AGM Minutes.
				4.1.4.2	Attendance of Municipal and IGR Platforms.	To attend Municipal and IGR Platforms/Meetings.	Council Meetings & IGR Meetings attended	Number Attended	20	R0.00	3	3	10	4	Attendance registers
				4.1.4.3	Beaches Amenities	To ensure clean and efficiently equipped beach facilities through liaising with relevant authorities.	Annual Beach report submission to relevant municipalities on Beaches	Report by date	20-Jun-21	0				20-Jun-21	Annual Beach Facilities report by date
	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 per quarter.	Meeting per quarter	4	R0.00	1	1	1	1	Minutes of meeting and Attendance Register

USCT KPA 5: USCT ENTITY ADMINISTRATION

PROGRAM	PROGRAMME OBJECTIVE	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	BUDGET	Q 1: TARGET	Q 2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE		
Planning and Organisational Performance Management	To ensure USCT administration is characterised by good governance and specifically compliance to achieve its intended outcomes and outputs as per plans.	5.1.1	Planning & Organisational Performance	To develop and adopt credible strategic and operational plans timeously aligned to government's planning cycle and prescripts.	5.1.1.1	Strategic Plan	Reviewed Strategic Plan approved by Board before 30 March	Date of Strategic Plan Approval	30 March 2021	R0.00	0	0	30 March 2021	0	Board Resolution of Approval		
					5.1.1.2	Annual Operational/Performance Plan	One Year Operational Plan approved by Board by 30 June 2020	Date of Operational Plan Approval	30 May 2021	R0.00	0	0	-	30 May 2021.	Board Resolution of Approval		
					5.1.1.3	Organisational Performance Management	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 31 December	Date of Annual Report Adoption	31 December and Submission to Ugu DM.	R0.00	0	31 December 2020.	-	0	Board Resolution of Approval and submission to Ugu DM		
							Mid-Year Performance Report adopted by 30 January	Date of Mid-Year Report Adoption	30 January 2021	R0.00	0	0	30 January 2021	0	Board Resolution of Adoption		
							4 Quarterly Review sessions and reports completed	Number of reports	4	R0.00	1	1	1	1	Evidence of Submission to Ugu.		
					Governance	To ensure the USCT administration conforms to good governance principles, procedures and is legislatively compliant.	5.2.1	Audit & Risk	To ensure compliance and efficient and effective audit, fraud prevention and risk management functions.	5.2.1.1	Risk Management and Fraud Prevention	Completed Risk Register and Fraud Prevention Plan by 30 September	Date	30 September 2020	R0.00		30 September 2020.
		Developed Annual Audit Plan by 30 September 2019	Date	30 September 2019						R0.00		30 September 2020.	0	0	0	Board Resolution of Adoption	
		Number of Quarterly Audit Committee sittings.	Number per quarter	4						R100 000	1	1	1	1	Audit Committee Minutes		
5.2.1.2	Annual Audit Plan	80 % of audit queries resolved per quarter.	Percentage of Resolved Audit Queries per quarter	80%						R0.00	80%	80%	80%	80%	Audit Committee Minutes		
		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	Auditor-General Management Report and Audit Finding: Unqualified Audit	AG Report Opinion	Unqualified Audit						R288 000	0	Unqualified Audit Opinion	0	0	AG Management Report Duly Signed off and Tabled.		
5.2.2	Statutory Compliance	To ensure good governance through statutory compliance and policy framework and 100% implementation of Board Decisions/Resolutions.	5.2.2.1	Statutory Compliance			100% Statutory compliance for Board meetings	Percentage Compliance	100%	R0.00	100%	100%	100%	100%	Board Minutes.		
								Reviewed and Updated Policies Approved	100%	R0.00	0%	100%	100%	100%	Board Minutes.		
				100% MFMA Compliance			5.3.1.1	Budget Planning	Budget Policy approved by 30 May 2020.	By date	30-May-21	R0.00	0	0	0	30-May-21	Board Resolution Adopting Budget Policy
									First draft budget submitted to Ugu by 30 January	By Date	30-Jan-21	R0.00	0	0	30-Jan-21	0	Evidence of first Draft Budget tabled, and Submission to Ugu DM.

PROGRAM	PROGRAMME OBJECTIVE	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	BUDGET	Q 1: TARGET	Q 2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE									
Finance	To ensure financial legislative compliance and financial management in accordance with good governance practices in order to achieve good governance outcomes.	5.3.1	Budget & Reporting				Annual Draft Budget approved by 31 May	By Date	31-May-21	R0.00	0	0	0	31-May-21	Board Resolution of Approval of Draft Budget & submission to Ugu									
					5.3.1.2	Financial In-Year Reporting	12 Monthly Reports compiled and submitted by deadline.	Number of Reports by deadline.	12	R0.00	3	3	3	3	Reports with submission dates.									
					5.3.1.3	Budget Review	S88 Report compiled and approved by 20 January 2020.	Report completed and approved by date.	20 January 2021	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	Adopted AFS by 31 December 2019.	Adopted AFS by Date	31-Dec-20	R0.00	0	31 December 2020.	-	0	Board Resolution of AFS Adoption.									
							Draft AFS submitted to AG by date	Draft AFS submitted to AG by Date	31-August-2020-7 September 2020	R0.00	07-Sep-20	0	-	0	Draft AFS submitted to AG with acknowledgement of receipt.									
					5.3.2.1	Operational Expenditure	90% operational expenditure to plan.	% operational expenditure to plan.	< 100%	R2 313 226	<100%	<100%	<100%	<100%	Quarterly Reports.									
																Staff Salaries paid monthly by 25th.	12 x Salary Payments by date	25 th Monthly	R6 337 852	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.	12 x Payments by date	25 th Monthly	R536 426	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	% capital expenditure to plan.	% capital expenditure to plan.	< 100%	R231 663	<100%	<100%	<100%	<100%	Quarterly Reports.									
					5.3.2.3	Fruitless & Wasteful Expenditure	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% 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	Income/Revenue	Efficient, effective and legislatively sound revenue collection and management	5.3.3.1	Credit Control & Debt Collection Policy	Reviewed Policy by 30 May 2019.	By Date	30-May-19	R0.00	0	0	0	30-May-20	Board Resolution of Adoption of Policy									
					5.3.3.2	Annual Tariffs.	2020-2021 Annual Draft Budget approved by 30 March 2020.	By Date	30-Mar-20	R0.00	0	0	30 MARCH 2020.	0	Board Resolution of Approval of Draft 2020-2021 Budget with Tariffs - submission to Ugu & Acknowledgement of receipt.									
					5.3.3.3	Grant Funding	100% grant funding received as per plan.	% received to plan.	100%	R16 450 149	100%	100%	100%	100%	Quarterly Reports									
					5.3.3.4	Received Revenue to Plan	90% revenue received as per plan.	% revenue received to plan.	90%	R252 657	100%	100%	90%	100%	Quarterly Reports									
		5.3.4	SCM	Prescriptively compliant, efficient and effective procurement of	5.3.4.1	Annual Procurement Plan	100% SCM implementation to plan	% to plan implementation	100%	R0.00	100%	100%	100%	100%	Quarterly Reports									
					5.3.4.2	SCM Policy	Reviewed and Approved by 30 May annually.	By date	31-May-21	R0.00	0	0	0	31-May-21	Board Resolution of Approval of Reviewed Policy									

PROGRAM	PROGRAMME OBJECTIVE	USCT PROJECT REF	PROJECT	PROJECT OBJECTIVE	SUB-PROJECT REF.	SUB-PROJECT	ANNUAL KEY PERFORMANCE INDICATOR: OUTPUT	UNIT OF MEASURE	ANNUAL PERFORMANCE TARGET	BUDGET	Q 1: TARGET	Q 2: TARGET	Q3: TARGET	Q4: TARGET	PORTFOLIO OF EVIDENCE
		5.3.4	SCM	and effective procurement of goods and services as per plan.	5.3.4.3	SCM Procedures	100% compliant implementation	% Compliance	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
					5.3.4.4	BBBEE Reporting	100% compliant implementation	% Compliance	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
		5.3.5	Asset Management	Compliant Asset Management	5.3.5.1	Asset Register	100% compliant Asset Register implementation	% Compliance	100%	R0.00	100%	100%	100%	100%	Quarterly Reports
Corporate, HR & Auxiliary	To ensure compliant and good governance in the corporate, HR and auxiliary functions in order to achieve good governance outcomes.	5.4.1	Human Resources	To ensure HR matters are compliant and enable core functions to be performed.	5.4.1.1	Staffing	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 2020	R0.00	0	30 December 2020.	0	100%	Quarterly Reports
					5.4.1.3	Staff Performance	100% relevant staff with signed annual performance plans by date of 30 July 2019	% staff with signed annual plans by 30 July 2020.	100%	R0.00	100%	0	0	0	Duly Signed Annual Performance Plans
							% Implementation IPMS	% Implementation of IPMS	100%	R0.00	-	100%	100%	100%	Quarterly Performance Reports