

YEAR UNDER REVIEW 2017/2018																					
					2017				Q4							BUDGET					
S/O #	KPA #	PROGRAMME	PROJECT	KPI	2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT	ADJUSTED ANNUAL TARGET: 30 June 2018	ACTUAL ACHIEVEMENT	TARGET	ACTUAL	Evidence	Progress, Challenges & Remedial				ANNUAL BUDGET	OWNER	ANNUAL TARGET MET : YES / NO	CORRECTIVE MEASURES	PORTFOLIO OF EVIDENCE	INTERNAL AUDIT COMMENTS
												Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve						
Strategic Objective #1 : To ensure that the company operations are compliant with all regulatory frameworks																					
S/O 1.1	KPA 2: Municipal Transformation & Institutional Development	Enterprise Risk Management & Compliance	Comprehensive Risk register	Completed Risk Register by deadline	30-Nov-16	06-Oct-16	31-Oct-17	24-Aug-17	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Register adopted by Board by date	✓
S/O 1.2		Risk Management Policy	Risk Policy review	Reviewed Risk Management Policy by deadline	30-Oct-16	06-Oct-16	31-Oct-17	05-Oct-17	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Risk Policy reviewed by Board by date	✓
S/O 1.3		Internal Audit & Auditor General queries	AG & Internal Audit queries resolution	Percentage of AG / Internal Audit queries resolved per quarter	100%	100%	100%	100%	100%	100%		ACHIEVED	-	-	-	R84,489	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Corrective actions summation submissions to Audit Committee	✓
S/O 1.4	KPA 5: Good Governance & Public Participation	In-year Annual Performance Plan Revision - 2018 - 2022 Tourism Strategy	Annual Performance Plan / Organisational Scorecard revision	Revised scorecard by deadline	30-Nov-16	19-Jan-17	31-Dec-17	18-Jan-18	NA	24-May-18	See Board minutes	ACHIEVED	Due to stakeholders being unable to attend the Strategy review by 31 December, the target was not met.	The target date will be adjusted in future years	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	NOT ACHIEVED	The board have adjusted this target deadline to 31 May in future years	Performance Plan approved by Board by date	Not Achieved
S/O 1.5		Performance Management System (IPMS)	Q1 & 3 verbal; Half-year and Annual performance appraisals	Percentage Individual Performance Management Systems implemented for S57	100%	100%	100%	100%	100%	100%	-	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Record of evaluations completed and proof of dates	✓
S/O 1.6		Stakeholder and Area Committees Participation via CEOs Forum	Needs dissemination for 2017/2018 adjusted budget, 2018/2019 budget and annual PMS tools	Number of presentations to CEO Forums	2	2	2	2	1	1	17-Apr-18	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		CEO Forum minutes and dates	✓
S/O 1.7		Annual PMS Tools– Public Accessibility	Annual PMS tools migration to entity's website	Website appearance of in-year review of annual performance plan by deadline	31-Jul-16	29-Jul-16	31-Jul-17	17-Jul-17	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Annual PMS tools submitted for uploading and proof of date	✓
S/O 1.8		IT and Communication Policy	Policy review	Policy Review by deadline	30-Nov-16	06-Oct-16	31-Dec-17	05-Oct-17	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		IT Policy reviewed by Board by date	✓
S/O 1.9		Municipal Entity Website	Legislated SCM notices publication	Percentage potential notifications actually uploaded to website	100%	100%	100%	100%	100%	100%	none to upload.	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Instruction record to service provider & evidence of upload	✓
S/O 1.10		S87 Financial Reporting	Monthly financial report production	Number of Monthly reports by deadline	12	12	12	12	3	3	6.04 // 6.05 // 13.06	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Reports and proof of submission dates to Parent and Treasury	✓
S/O 1.11		PMS Reporting	Quarterly performance report production	Quarterly reports by deadline	4	4	4	4	1	1	11.04	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Report submission to Parent and date	✓
S/O 1.12		Financial Planning	Mid-year adjusted budget review	S88 report produced by deadline	20-Jan-17	19-Jan-17	20-Jan-18	18-Jan-18	NA	NA	-	-	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Board approval of Mid-year budget review report and proof of submission date to Parent	✓
S/O 1.13		Budget Policy	Budget Policy review	Reviewed policy by deadline	31-May-17	23-Mar-17	31-May-18	01-Feb-18	31-May-18	NA		NOT ACHIEVED	Target met 1 February 2018	None	None	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Budget policy approved by Board by date	✓
S/O 1.14		Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31-Dec-16	09-Dec-16	31-Dec-17	08-Dec-17	NA	NA	-	-	-	-	-	R371,407	GM: Fin & HR // CEO	ACHIEVED		AFS adopted by Board by date	✓
S/O 1.15		Annual Financial Statements	Draft Annual Financial Statements and Annual Performance Report availability to the Auditor General	AFS and Annual PMS report by deadline	31-Aug-16	31-Aug-16	31-Aug-17	31-Aug-17	NA	NA	-	-	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Submission and confirmation from the AG (SA)	✓

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					2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT						Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised timeframes to achieve	ANNUAL BUDGET	OWNER	ANNUAL TARGET MET : YES / NO	CORRECTIVE MEASURES		
S/O 1.16	KPA 4: Municipal Financial Viability & Management	Audit Compliance	A-G Report	Unqualified Audit Opinion	Unqualified Audit Opinion	AG Audit report : CLEAN AUDIT	Unqualified Audit Opinion	Clean Audit	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Audit report from the AG (SA)	✓
S/O 1.17		MFMA Compliance	Fruitless and wasteful expenditure	Controlled Fruitless & Wasteful expenditure as a % of Total Expenditure reported to Board	< 1%	< 1%	< 1%	0.2%	< 1%	0.02%	-	ACHIEVED	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Board reports, with Register if fruitless & wasteful expenditure - with calculations	✓
S/O 1.18		Budget Planning in terms of the MFMA	Annual Draft Budget	Draft Budget by deadline	25-Mar-17	23-Mar-17	25-Mar-18	01-Feb-18	NA	NA	-	-	-	-	-	Op. Task	CEO // GM: Fin & HR/ GM: M&E / GM: Dev	ACHIEVED		Entity Draft Budget approved by Board and submission to Parent by date	✓
S/O 1.19		Credit Control and Debt Collection Policy	Adopted reviewed Credit Control and Debt Collection policy by 31 May each year	Date of reviewed and approved policy	31-Mar-17	02-Feb-17	31-Mar-18	01-Feb-18	NA	NA	-	ACHIEVED	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Board approved policy by date	✓
S/O 1.20		Supply Chain Management Policy	SCM Policy review	Reviewed SCM Policy by deadline	30-Jun-17	23-Mar-17	30-Jun-18	01-Feb-18	30-Jun-18	NA		NOT ACHIEVED	Target met 1 February 2018	None	None	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Board approved policy by date	✓
S/O 1.21		Treasury Compliance	MSCOA implementation	MSCOA ready for implementation by deadline	30-Jun-17	30-Jun-17	01-Jul-17	01-Jul-17	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		MSCOA live by date	✓
S/O 1.22		Expenditure Management	Expenditure Management: Op. Task	Percentage of annual Op. Task expenditure spent	NA	NA	90%	90%	90%	90%		ACHIEVED	-	-	-	R 2,525,872	GM: Fin & HR // CEO	ACHIEVED		Quarterly calculation report	✓
S/O 1.23		Expenditure Management	Expenditure Management: Capital	Percentage of annual capital expenditure spent	NA	NA	90%	45%	90%	45%		NOT ACHIEVED	Pending final requirements for new office structures	Careful annual monitoring of requirements	None	R 185,246	GM: Fin & HR // CEO	NOT ACHIEVED	Careful annual monitoring of requirements	Quarterly calculation report	Not Achieved
S/O 1.24		Revenue Management	Revenue Management : Grant income	Percentage of Grant Revenue received	NA	NA	100%	100%	100%	100%		ACHIEVED	-	-	-	R 19,148,992	GM: Fin & HR // CEO	ACHIEVED		Quarterly calculation report	✓
S/O 1.25		Revenue Management	Revenue Management : Other revenue	Percentage of Other revenue received	NA	NA	95%	76%	95%	76%		NOT ACHIEVED	Late payment by TKZN & RNM for SCBF sponsorship funding	Earlier activation of the event sponsorships	31-Jul-18	R 1,118,807	GM: Fin & HR // CEO	NOT ACHIEVED	This is due to outstanding SCBF funding received in July 2018	Quarterly calculation report	Not Achieved
S/O 1.26		Expenditure Management	Expenditure Management: Board fees paid	Board fees paid on 25th of each month	NA	NA	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments		ACHIEVED	-	-	-	R 679,170	GM: Fin & HR // CEO	ACHIEVED		Salary reports	✓
S/O 1.27		Expenditure Management	Expenditure Management: S57 Salaries paid	S57 Salaries paid on 25th of each month	NA	NA	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments		ACHIEVED	-	-	-	R 3,462,372	GM: Fin & HR // CEO	ACHIEVED		Salary reports	✓
S/O 1.28	Expenditure Management	Expenditure Management: Staff Salaries paid	Staff Salaries paid by 25th of each month	NA	NA	12 monthly payments	9 Monthly payments	3 monthly payments	3 monthly payments		ACHIEVED	-	-	-	R 3,500,450	GM: Fin & HR // CEO	ACHIEVED		Salary reports	✓	
Strategic Objective #2 : To capacitate the Company in terms of personnel in accordance with the organisational organogram																					
S/O 2.0	KPA 2: Municipal Transformation & Institutional Development	Recruitment	Appointments of personnel	Number of appointments made	3	3	1	1	NA	NA	-	-	-	-	-	Op. Task	GM: Fin & HR // CEO	ACHIEVED		Signed Contracts	✓
Strategic Objective #3 : Sustain and develop operations of district wide Visitor Information Centres (VIC's)																					
S/O 3.1	Transformation & Institutional Development	Visitor Information Centres	VICs Operations	Visitor Information Centres maintained (6)	11	11	2	6	2	2	See Board minutes	-	-	-	-	Op. Task	CEO	ACHIEVED		Monthly VIC Office reports summarised and tabled to Board	✓
S/O 3.2		Satellite VIC's	Satellite VIC's operations	Number of Satellite VIC's maintained as Op. Task	NA	NA	6	2	2	0	Wild Coast / Pennington/ Gorgez View / Sea Park	NOT ACHIEVED	Private business owners not supplying the relevant monthly statistics	BOD approved to remove this as a Target 24.05.2018	-	Op. Task	CEO	NOT ACHIEVED	BOD approved to remove this as a Target 24.05.2018	Monthly report summarised and tabled to Board	Not Achieved

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					2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT						Progress, Challenges & Remedial				ANNUAL BUDGET	OWNER					
S/O 3.3	KPA 2: Municipal	New developmental Community Tourism Office's at strategic geographic sites	Community Tourism Offices operational	Number of new satellite CTO's (Umzumbe / Vulamehlo-Umdoni)	NA	NA	2	1	1	1	Umzumbe	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	NOT ACHIEVED		On-site inspections and report by Manager	Not Achieved	
Strategic Objective #4: Provide staff development.																						
S/O 4.1	KPA 2: Municipal Transformation & Institutional Development	Staff development	Short course attendance	Number of training courses	20	39	5	6	1	2	First aid / Area Tour // Customer service	ACHIEVED	-	-	-	R 80,383	GM: Fin & HR // CEO	ACHIEVED		Training registration documents	✔	
Strategic Objective # 5: To contribute to the growth in the District tourism economy through visitor volume growth and the application of a Marketing Action Plan (MAP)																						
S/O5.1		Application of marketing actions	Marketing Action Programme (MAP)	Review of 2016/2017 MAP	NA	NA	NA for 2017/2018													NA 2017/2018	N/A	
S/O5.2		South Coast brand & slogans consistency	Brand manual for USCT including the SC Brand	Base manual by deadline	NA	NA	NA for 2017/2018													NA 2017/2018	N/A	
S/O 5.3		Brand application	Branded Collateral	% Annual Budget spent	80%	100%	80%	100%	100%	100%	-	ACHIEVED	-	-	-	R 242,600	GM: Mkt & GM:Dev // CEO	ACHIEVED		Quarterly calculation report	✔	
S/O 5.4		Official tourism guide	Southern Explorer Route Guide	Annual application by deadline	1	1	30-Apr-18	29-Mar-18	30-Apr-18	29-Mar-18	-	ACHIEVED	-	-	-	R 296,568	GM: Mkt // CEO	ACHIEVED		Southern Explorer Route Guide by deadline	✔	
S/O 5.5		Visual library	Image library development	Number of images	50	75	140	188	45	60	-	ACHIEVED	-	-	-	R 50,000	GM: Mkt // CEO	ACHIEVED		Annual image portfolio	✔	
S/O 5.6		Visual library	Video library development	Number of videos	6	6	15	15	5	6	-	ACHIEVED	-	-	-	R 50,000	GM: Mkt // CEO	ACHIEVED		Annual video portfolio	✔	
S/O 5.7		Tourism Databases	Database library	Updated database library by deadline	30-Jun-17	30-Jun-17	30-Jun-18	18-Jun-18	30-Jun-18	18-Jun-18	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Database portfolio with dates	✔	
S/O 5.8		Publication distribution	Southern Explorer Distribution agreement	SEA Distribution Agreement by deadline	30-Jun-16	08-May-17	30-Jun-18	17-May-18	30-Jun-18	17-May-18	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Final agreement and proof of date	✔	
S/O 5.9		Free media editorial	Free media editorial	Free media exposure through channels	45	179	280	284	90	94	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Evidence of exposure received	✔	
S/O5.10		Free media editorial	Free media produced	Press releases produced internally for various channels	64	68	40	41	10	17	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Copy of release with date / Emailed out to relevant database(s)	✔	
S/O 5.11		Free and paid TV / Video and or Live streaming exposure – generic and niche	TV and or Video livestreaming	Number of broadcasts	8	17	20	32	8	13	-	ACHIEVED	-	-	-	R 61,600	GM: Mkt // CEO	ACHIEVED		Confirmation / Notification schedule	✔	
S/O 5.12		Free and Paid Radio exposure – generic and niche	Radio coverage	Record of Broadcast	12	12	16	16	3	4	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Confirmation-Email communication / Notification schedule	✔	
S/O 5.13		Local community radio – multi lingual	Community radio coverage	Local community radio broadcasts per year	12	12	30	33	6	11	-	ACHIEVED	-	-	-	R 66,150	GM: Dev // CEO	ACHIEVED		Confirmation / Notification schedule	✔	

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					2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT			TARGET	ACTUAL	Evidence	Progress, Challenges & Remedial				ANNUAL BUDGET	OWNER	ANNUAL TARGET MET : YES / NO	CORRECTIVE MEASURES		
S/O5.14	KPA 3: Local Economic Development	Domestic market : Application of a Strategic Advertising Campaign	Print and online media	Number of inserts or activations	37	50	60	69	12	18	-	ACHIEVED	-	-	-	R 597,600	GM: Mkt // CEO	ACHIEVED		Publication/ Electronic insert or activation	✓
S/O 5.15		Overseas market & International media exposure	Print and online media	Number of inserts or activations	13	23	11	18	1	8	-	ACHIEVED	-	-	-	R 215,000	GM: Mkt // CEO	ACHIEVED		Publication/ Electronic insert	✓
S/O 5.16		Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards utilised	8	11	7	8	1	2	-	ACHIEVED	-	-	-	R 46,000	GM: Mkt // CEO	ACHIEVED		Photograph and supplier confirmation of installation	✓
S/O 5.17		Marketing Campaigns	Annual Strategic Seasonal Campaigns	Number of annual seasonal campaigns	2	2	2	2	NA	NA	-	-	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Campaign report	✓
S/O5.18		Marketing Campaigns	Niche Marketing Campaigns	Number of niche marketing campaigns	NA	NA	8	8	2	4	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Campaign report	✓
S/O5.19		Tourism Consumer, Trade, Niche Mass Participation Events	Participation at events	Number of events	17	22	18	25	5	7	-	ACHIEVED	-	-	-	R 719,588	GM: Mkt // CEO	ACHIEVED		Participation report	✓
S/O5.20		Media Familiarisation Trips	Trips facilitation for Local & International Media	Number of trips	4	11	6	12	1	5	-	ACHIEVED	-	-	-	R 50,000	GM: Mkt // CEO	ACHIEVED		Participation report / Email correspondence	✓
S/O5.21		Tour Operators / Wholesalers Familiarisation Trips	Trip facilitation	Number of trips	2	4	4	4	1	1	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Participation report / Email correspondence	✓
S/O5.22		Staff Familiarisation Trips	Destination awareness for tourism staff	Number of trips	4	5	7	12	1	1	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Trip itinerary and participation register	✓
S/O5.23		Newsletters	Members newsletters	Newsletters released with dates	4	4	4	4	1	2	-	ACHIEVED	-	-	-	R 27,720	GM: Mkt // CEO	ACHIEVED		Copy of Newsletter and Email instruction	✓
S/O5.24		Newsletters	Members & Industry News Flashes	Number of news flashes	20	55	20	26	5	9	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Copy of News flash and Email instruction	✓
S/O5.25		Newsletters	CEO Report to members	Number of CEO reports released with dates	4	5	6	6	2	2	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Copy of CEO Report & Email instruction	✓
S/O 5.26		Newsletters	Tourism trade newsletters distributed	Number of Trade Newsletters released with dates	4	4	4	4	1	2	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Copy of Trade letter and Email instruction	✓
S/O 5.27		Distribution of Newsletters	Consumer Newsletters	Number of Consumer Newsletters			4	4	1	1	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Copy of Newsletter and Email instruction	✓
S/O5.28		Sponsorships	Sponsorship Agreements & Other Marketing Sponsorships	Number of sponsorship agreements	1	1	2	2	0	2	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt // CEO	ACHIEVED		Physical document	✓
S/O5.29		Summer Season Performance	Research Report	Report by deadline	31-Mar-16	07-Feb-16	31-Mar-18	30-Mar-18	NA		-	-	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Report tabled at Board and submission date	✓

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					2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT			TARGET	ACTUAL	Evidence	Progress, Challenges & Remedial				ANNUAL BUDGET	OWNER	ANNUAL TARGET MET : YES / NO	CORRECTIVE MEASURES		
S/O5.30		Visitor Perception Study (Consumer Survey)	Research Report	Report by deadline	End Dec 2015 and End June 2016	29 Nov 2015 and 28 June 2016	End Dec 2017 and End June 2018	8-Dec-17 & 1-Feb-18	30-Jun-18		-	NOT ACHIEVED	None	Target met 1 February 2018	-	R 17,044	GM: Mkt & GM:Dev // CEO	ACHIEVED		Report tabled at Board and submission date	✔
S/O5.31		Seasonal Status Quo Snapshots	Snapshot Reports	Reports by deadlines	4	4	4	4	1	1	Easter	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Snapshot reports	✔
S/O5.32		Tourism product audit	Tourism Product Audit	Concluded product audit by deadline	30-Jun-16	19-May-16	NA	NA	NA for 2017/2018											NA 2017/2018	N/A
S/O 5.33		Holistic South Coast LED Tourism Study	Completed study	1 Completed LED Study by deadline	30-Jun-16	20-Apr-16	30-Jun-18	-	30-Jun-18	-	-	NOT ACHIEVED	TKZN not able to assist with the fasciliation of this request	NA	30-Jun-19	Op. Task	GM: Mkt & GM:Dev // CEO	NOT ACHIEVED	TKZN not able to assist with the fasciliation of this request	Completed LED study and date	Not Achieved
S/O 5.34		Website	Relaunch of Website	Launch of new website by deadline			30-Jun-18	-	30-Jun-18	-	-	NOT ACHIEVED	Internal delays in the Marketing department	Corrective measures and PMS monitoring	31-Mar-19	R 400,000	GM: Mkt // CEO	NOT ACHIEVED	Corrective measures and PMS monitoring	New website go live date & email confirmation	Not Achieved
S/O 5.35		Website	Website Content	New optimised content			200	134	66	0	-	NOT ACHIEVED	Internal delays in the Marketing department	Corrective measures and PMS monitoring	31-Dec-18		GM: Mkt // CEO	NOT ACHIEVED	Corrective measures and PMS monitoring	Articles with dates	Not Achieved
S/O 5.36		Website	Maintained website content	Updated content by date			NA	NA for 2017/2018												NA 2017/2018	N/A
S/O 5.37		Social Media marketing	Social media content	Quarterly social media content calendar			4	4	1	1	-	ACHIEVED	-	-	-		GM: Mkt // CEO	ACHIEVED		Quarterly social media content calendars / reports with dates	✔
S/O 5.38	Search Engine Optimisation	Search Engine Optimisation onsite & offsite	Number of primary keywords to optimise for (SEO)			100	117	NA	NA	-	-	-	-	-	GM: Mkt // CEO	ACHIEVED		Primary keyword list for optimisation	✔		
Strategic Objective #6: Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Growth Volume																					
S/O6.1	KPA 3: Local Economic Development	In Season Events	Seasonal Beach Event support	Number of holiday beach activations	4	4	4	4	1	1	-	ACHIEVED	-	-	-	R 498,713	GM: Mkt // CEO	ACHIEVED		Co-ordinator Closeout report	✔
S/O6.2		Internationally oriented events	Individual events support	Number of events	4	14	4	4	1	1	-	ACHIEVED	-	-	-	R 4,109,797	GM: Mkt // CEO	ACHIEVED		Closeout report	✔
S/O6.3		South African oriented events	Individual events support	Number of events	4	6	11	11	3	3	-	ACHIEVED	-	-	-	R 323,860	GM: Mkt & GM:Dev // CEO	ACHIEVED		Closeout report	✔
S/O6.4		Ugu District Tourism oriented events	Individual events support	Number of events	6	15	8	8	3	2	-	NOT ACHIEVED	None	Annual target met	None	R 201,474	GM: Mkt & GM:Dev // CEO	ACHIEVED		Closeout report	✔
S/O6.5		Developmental events support	Ad hoc support	Number of events supported	10	12	7	7	1	1	-	ACHIEVED	-	-	-	R 328,697	GM: Dev // CEO	ACHIEVED		Closeout report	✔
S/O6.7		Event concept planning	Concept Descriptions Feasibility and Recommendation	Number of concepts by deadline	2 Concepts by 30 June 2016	29 December 2015 (1) and 13 June 2016 (2)	2 Concepts by 30 June 2018	24 October 2017 (1) and 29 May 2018 (2)	1	1	GLBT 29.05.2018	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Concept and proof of date	✔
Strategic Objective # 7: Establish and Sustain Stakeholder Communications																					
S/O 7.1		Hosting of Board Meetings between DM and LM officials and the private sector	Board Meetings	Number of meetings	6	9	6	8	2	2	13.04 / 24.05	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Minutes	✔
S/O 7.2		AGM With UDM as sole shareholder	Board Annual General Meeting	AGM by deadline	30-Apr-16	26-Apr-16	30-Jun-18	27-Jun-18	30-Jun-18	27-Jun-18	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Agenda and prior year minutes	✔
S/O 7.3		CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6	6	6	6	2	2	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Minutes	✔
S/O 7.4		Area Committee compliance	Collation of AGM records	Area Committee record packs by deadline	31-Mar	31-Mar	31-Mar-18	26-Feb-18	NA	NA	-	-	-	-	-	R 360,000	CEO	ACHIEVED		Physical documents	✔
S/O 7.5		Area Committee Cluster Functions	Member engagements	Number of functions	6	11	4	7	2	4	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Function record	✔

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					2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT						Progress, Challenges & Remedial				ANNUAL BUDGET	OWNER					
S/O 7.6	KPA 3 : Local Economic Development	Op. Task management meetings	In-year monitoring of operations through operational meetings with staff	Number of meetings	6	6	6	6	2	2	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Operation notes and presentations / minutes	✔	
S/O 7.7		CEO Tourism Presentations To DM and LM Councils	Cohesion with political principals	Number of meetings	7	7	5	6	NA	1	Umzumbe	-	-	-	-	Op. Task	CEO	ACHIEVED		DM & LM Agendas and presentations	✔	
S/O 7.8		DM / LM / USCDA officials engagement	Inter institutional cohesion	Number of engagements	28	70	28	42	7	12	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt & GM:Dev // CEO	ACHIEVED		Contact record	✔	
S/O 7.9		Provincial / DM / LM LED & IDP Forum meetings	Inter-sectoral cohesion	Number of meetings	8	35	25	36	7	8	-	ACHIEVED	-	-	-	Op. Task	GM: Mkt & GM:Dev // CEO	ACHIEVED		Attendance register / Contact record	✔	
S/O 7.10		VIC Visitation	Head office / VIC ops cohesion	Number of visits	120	229	175	209	43	52	-	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Contact record	✔	
S/O 7.11		New member prospects	Membership recruitment	Number of calls on prospective members	120	143	150	155	36	36	-	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Call log	✔	
S/O 7.12		Direct Calls to existing members	Member satisfaction and relations	Number of calls	150	165	175	176	43	52	-	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Call log	✔	
S/O 7.13		Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	50	50	100	39	20	3	-	NOT ACHIEVED	Hesitancy of the prvate sector due to difficult financial times and water challenges faced by Ugu DM	Continued positive reinforcement of SC offerings	-	Op. Task	GM: Dev // CEO	NOT ACHIEVED	Hesitancy of the prvate sector due to difficult financial times and water challenges faced by Ugu DM	New members list	Not Achieved	
Strategic Objective #8 : Ensure Effective Awareness of Social-Economic Conditions through Tourism																						
S/O 8.1	KPA 3 : Local Economic Development	District wide programmes	District Tourism Awareness Programme (TAP)	TAP completed by deadline	NA	NA	NA		NA for 2017/2018										NA 2017/2018	N/A		
S/O 8.2		District wide programmes	Schools information Sessions	Number of school sessions in LMs	24	27	28	29	7	14	-	ACHIEVED	-	-	-	R 240,000	GM: Dev // CEO	ACHIEVED		Record of Presentations / Principal sign-off	✔	
S/O 8.3		District wide programmes	School and/or tertiary tours within the South Coast	Number of tours	6	9	12	12	3	3	-	ACHIEVED	-	-	-			ACHIEVED		Record of tours / Attendance registers	✔	
S/O 8.4		District wide programmes	Updated presentations to prospective tourism practitioners	Number of presentations	4	9	10	12	3	4	-	ACHIEVED	-	-	-	R 100,000	GM: Dev // CEO	ACHIEVED		Record of Presentations / Attendance registers	✔	
Strategic Objective #9: Capacitate People for Sustaining Livelihoods Through Tourism																						
S/O 9.1	Economic Development	Emergent tourism practitioners	Mentorship and skills development	Number of training events	6	14	12	15	4	6	-	ACHIEVED	-	-	-	R 420,000	GM: Dev // CEO	ACHIEVED		Record of Engagement	✔	
S/O 9.2		Emergent businesses	Emerging enterprise participation at events - facilitation	Number of events	3	15	39	39	14	22	-	ACHIEVED					GM: Dev // CEO	ACHIEVED		Record of promotion	✔	
S/O 9.3		Graduates for the tourism sector	Mentorship / placement of graduates	Number of graduates placed	75	97	12	12	12	12	-	ACHIEVED	-	-	-	R 342,400	GM: Dev // CEO	ACHIEVED		Record of Graduates placed	✔	



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S/O 9.4	KPA 3 : Local	Emergent businesses within Southern Explorer	Free advertising for emerging tourism practitioners	Number of adverts	20	21	20	21	20	21	-	ACHIEVED	-	-	-	R 296,431	GM: Dev // CEO	ACHIEVED		Record of Placement	✔
S/O 9.5		South Coast Tourism Empowerment Protocol	Adoption of Protocol	NA 2015/2016	NA	NA	-														N/A
S/O 9.6		Tourism Scholarship	Annual Tourism Scholarship awarded to TVET student	Annual Tourism Scholarship awarded to top TVET student	NA	NA	1	1	NA	1	-	-	-	-	-	R 30,000	GM: Dev // CEO	ACHIEVED		Record of annual scholarship awarded	✔
Strategic Objective #10: Ensure participation in tourism management and ownership of tourism products by local communities																					
S/O 10.1	KPA 5: Good Governance & Public Participation	Emerging practitioners representation on Tourism Area Committees	Emerging Practitioners participation on Area Committees	2 Emerging Practitioners representation on each Area Committee	11	11	22	13	22	13	-	NOT ACHIEVED	Emerging practitioners not wanting to be part of the committee	Continued encouragement of emerging practitioners to be part of the AC	43646.00	Op. Task	GM: Dev // CEO	NOT ACHIEVED		Record of Emerging Practitioner representation on Area Committee per attendance register	Not Achieved
S/O 10.2		Emergent products and services (mainly hinterland) within each LM	Feasibility/ viability template utilisation	Number of templates completed	12	12	16	15	4	7	-	ACHIEVED	-	-	-	Op. Task	GM: Dev // CEO	NOT ACHIEVED	Annual target short	Hard copies of template completed	Not Achieved
S/O 10.3		Emergent products and services within Tourism	Annual Products and Services Audit	Annual Audit by deadline	12	12	30-Jun-18	0	30-Jun-18		-	NOT ACHIEVED				Op. Task	GM: Dev // CEO	NOT ACHIEVED		Annual Emergent Product & Services report and date.	Not Achieved
S/O 10.4		Emerging product support	Mentorship of Emerging Tourism Businesses by membership	Number of Emerging Tourism Businesses in Mentorship			4	5	1	2	-	ACHIEVED	-	-	-	R 5,000	GM: Dev // CEO	ACHIEVED		Mentorship progress report to Board	✔
Strategic Objective #11: Develop unique and sustainable tourism products and events																					
S/O 11.1	KPA 3 : Local Economic Development	Product development	Umzumbe River Trails	Number of project progress reports to Board	N/A	NA	4	5	1	2	-	ACHIEVED	-	-	-	R 500,000	GM: Dev // CEO	ACHIEVED		Project progress report to Board	✔
S/O 11.2		Product development	KwaXolo Caves	Number of project progress reports to Board	4	6	4	5	1	2	-	ACHIEVED	-	-	-	R 50,000	GM: Dev // CEO	ACHIEVED		Project progress report to Board	✔
S/O 11.3		Product development	Ntelezi Msani Heritage Project	Number of progress reports to Board	4	6	4	3	1	0	-	NOT ACHIEVED				R 50,000	GM: Dev // CEO	NOT ACHIEVED		Project progress report to Board	Not Achieved
S/O 11.4		Product development	Area Tourism Development Plan: Kwa Nzimakwe	Completed plan by deadline	4	6	31-Oct-17	29-Dec-17	NA	NA	-	-	-	-	-	Op. Task	GM: Dev // CEO	NOT ACHIEVED	Target deadline was not met, however the Project has been completed 29 December 2017	Completed plan by date	Not Achieved
S/O 11.4.1		Product development	Implementation Plan: Kwa Nzimakwe Development Plan	Number of progress reports to Board			2	1	1	1	-	ACHIEVED				R 50,000	GM: Dev // CEO	NOT ACHIEVED	Due to delay in deadline for completing the Plan, the implementation reports were also running in arrears	Project progress report to Board	Not Achieved
S/O 11.5		Product Development	Area Tourism Development Plan: Nyandezulu	Completed plan by deadline	4	6	31-Oct-17	30-Nov-17	NA	NA	-	-	-	-	-	Op. Task	GM: Dev // CEO	NOT ACHIEVED	Target deadline was not met, however the Project has been completed 30 November 2017	Completed plan by date	Not Achieved
S/O 11.5.1	Product development	Implementation Plan: Nyandezulu Development Plan	Number of progress reports to Board			2	1	1	1	-	ACHIEVED	-	-	-	R 50,000	GM: Dev // CEO	NOT ACHIEVED	Due to delay in deadline for completing the Plan, the implementation reports were also running in arrears	Project progress report to Board	Not Achieved	

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S/O 11.6		Product Development	Area Tourism Development Plan: Oribi/Paddock/Ezingqoleni corridor	Completed plan by deadline	4	6	31-Mar-18	27-Mar-18	NA	NA	-	-	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Completed plan by date	✓
S/O 11.6.1		Product development	Implementation Plan: Oribi/Paddock/Ezingqoleni corridor Development Plan	Number of progress reports to Board			1	1	1	1	-	ACHIEVED	-	-	-	R 50,000	GM: Dev // CEO	ACHIEVED		Project progress report to Board	✓
S/O 11.7		Product Development	Area Tourism Development Plan: Gamalakhe	Completed plan by deadline	4	6	31-Mar-18	27-Mar-18	NA	NA	-	-	-	-	-	Op. Task	GM: Dev // CEO	ACHIEVED		Completed plan by date	✓
S/O 11.7.1		Product development	Implementation Plan: Gamalakhe	Number of progress reports to Board			1	1	1	1	-	ACHIEVED	-	-	-	R 50,000	GM: Dev // CEO	ACHIEVED		Project progress report to Board	✓
S/O 11.8		Product Audit	Product Audit Umuziwabantu	Product Audit by date			31-Dec-17	27-Mar-18	NA	NA	-	-	-	-	-	R 5,877	GM: Dev // CEO	ACHIEVED		Product report by date	✓
Strategic Objective #12: Ensure that DM/LM coastal management / development projects are activated																					
S/O 12.1	KPA 3 : Local Economic Development	Beach product development and upgrades	Oversight contribution to beach upgrades	CEO's collation of Annual status quo reports for 3 LMs with beaches by deadline	30-Jun-16	15-Jun-16	30-Jun-18	20-Jun-18	30-Jun-18	20-Jun-18	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Record of Status Quo Reports from DM/LMs and Communication with DM/LMs and other facilitating agencies	✓
Strategic Objective #13 Create an enabling environment for tourism investment																					
S/O 13.1	KPA 5: Good Governance & Public Participation	Institutional partnerships	Maintain & publicise portfolio of investment	Portfolio of prospective investment opportunities referred to relevant stakeholder	NA	NA	4	4	1	1	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Record of portfolio of investment maintained and publicised	✓
Strategic Objective #14: Ensure that tourism support infrastructure is adequately provided and/or maintained																					
S/O 14.1	KPA 3 : Local Economic Development	Partnership with stakeholders	Tourism support infrastructure	Percentage of ad hoc requests for tourism support infrastructure that are taken to conclusion	80%	100%	80%	100%	80%	100%	-	ACHIEVED	-	-	-	Op. Task	CEO	ACHIEVED		Record of requests and facilitation assistance	✓
END OF REPORT																					