

**INGONYAMA TRUST BOARD OPERATIONAL PLAN**

**2017/18**

**PROGRAMME 1: ADMINISTRATION**

| **Strategic Objective** | **Indicator** | **Performance target** | **Quarter 1** | | | **Quarter 2** | | | **Quarter 3** | | | **Quarter 4** | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **January** | **February** | **March** |
| **1.1.Provide effective monitoring and evaluation systems to the Ingonyama Trust Board** | Mid-term reviews held and reports (financial & performance reports) completed | 1 | - Monthly performance reports across all programmes tabled at MANCO | - Monthly performance reports across all programmes tabled at MANCO | - Monthly performance reports across all programmes tabled at MANCO | - Quarterly performance report across all programmes against the set targets and budget  - Monthly performance reports across all programmes tabled at MANCO | - Monthly performance reports across all programmes tabled at MANCO | - Monthly performance reports across all programmes tabled at MANCO | Mid-term review held (deals with the organisational performance in all programmes including the budget)  - Quarterly performance report across all programmes against the set targets and budget | - Monthly performance reports across all programmes tabled at MANCO | - Monthly performance reports across all programmes tabled at MANCO | - Quarterly performance report across all programmes against the set targets and budget  - Monthly performance reports across all programmes tabled at MANCO | - Monthly performance reports tabled at MANCO | - Monthly performance reports tabled at MANCO |
| Staff training on the monitoring and evaluation framework | 3 | - | - | - | - Real Estate training | - | Management training | - | Administration Training | - | - | - | - |
| **1.2. Ensure effective stakeholder engagement and communication** | Customer Service Charter implementation plan in place | 1 | - | Development of implementation plan | Approval of implementation plan | - | Training of MANCO members on the Customer Service Charter | - | Real Estate training | - | - | - | Administration training | - |
| Stakeholder Engagement plan in place | 1 | - Ongoing stakeholder engagements (SANRAL, Umhlathuze Municipality, Executive of the House, Communities affected by Isimangaliso Wetland Park Authority) | - Ongoing stakeholder engagement (Amakhosi workshop, Executive of the House of Traditional Leaders, COGTA, Umuziwabantu Local Municipality) | Plan development and approved  - Ongoing stakeholder engagement SALGA, Umsunduzi, uMngeni | - Ongoing stakeholder engagement Department of Mineral Resources | - Ongoing stakeholder engagement National Treasury on Royalties  Amakhosi workshop | - Ongoing stakeholder engagement | - Ongoing stakeholder engagement | - Ongoing stakeholder engagement  Amakhosi workshop | - Ongoing stakeholder engagement  Umhlabuyalingana | - Ongoing stakeholder engagement  Nongoma | - Ongoing stakeholder engagement  Amakhosi workshop  EThekwini Metro  Newcastle | - Ongoing stakeholder engagement  Mandeni |
| Number of Communication reports submitted to the Board | Clear communication plan (internal and external communication) | Development of communication plan | Approval of communication plan | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review | Implementation, M & E Review |
| 12 | Monthly communication reports to MANCO | Monthly communication reports to MANCO | Monthly communication reports to MANCO | - Monthly communication reports to MANCO  - Quarterly Communications report to Board | Monthly communication reports to MANCO | Monthly communication reports to MANCO | Monthly communication reports to MANCO | - Monthly communication reports to MANCO  - Quarterly Communications report to Board | Monthly communication reports to MANCO | Monthly communication reports to MANCO | Monthly communication reports to MANCO | - Monthly communication reports to MANCO  - Quarterly Communications report to Board |
| **1.3. Improve IT support to improve efficiency**  **(The target is cumulative in nature)** | Audited IT infrastructure of the ITB | 1 | - Ongoing Audit of the IT Infrastructure | Ongoing Audit of the IT Infrastructure | Audit report with an implementation plan finalised  - Evaluation and implementation of the report | Implementation as per plan  (25% of the implementation of the recommendations of the report) | Implementation as per plan | Implementation as per plan | Implementation as per plan  (50% of the implementation of the recommendations of the report) | Implementation as per plan | Implementation of Patch Management for all IT systems | Implementation as per plan  (75% of the implementation of the recommendations of the report) | Implementation as per plan | Implementation as per plan |
| Bi-annual check of software compliance conducted | 2 | - |  | - | - | Audit of software | Report available | Implementation of the findings | Implementation of the findings | Implementation of the findings | - | Audit conducted | Report available |
| Implementation of IT Policies developed and approved by the Board | 100% | - | Development policy implementation plan | Implementation plan approval | - | Training and signing of acknowledgement of Policies | Training and signing of acknowledgement of Policies  25% implementation of plan | Implementation | Implementation | Implementation  50% cumulative implementation of plan | Audit of compliance | - Analysis of the audit of compliance report | Turnaround plan developed |
| Disaster Recovery Plan (DRP) development | 1 | - | - | DRP developed | DRP approved | Training of staff on DRP | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation |
| **1.4 To ensure that efficient internal resource management is aligned to legislative requirements** | Number of policies reviewed and / or approved by the Board | 6 | - | - | - | 1  Internship Policy (reviewed) | 1  Disbursement Policy (reviewed) | - | 1  Leave Policy (reviewed) | 1  Debt Collection Policy (reviewed) | 1  Fraud prevention Policy (reviewed) | - | 1  Asset Management Policy (reviewed) | - |
| Percentage of all movable assets to be recorded in the asset register | 100% | 100% capturing of all newly acquired asset within 20 days from date of delivery | 100% capturing of all newly acquired asset within 20 days from date of delivery | All assets verified, a quarterly report available | 100% capturing of all newly acquired asset within 20 days from date of delivery | 100% capturing of all newly acquired asset within 20 days from date of delivery | All assets verified, a quarterly report available | 100% capturing of all newly acquired asset within 20 days from date of delivery | 100% capturing of all newly acquired asset within 20 days from date of delivery | All assets verified, a quarterly report available | 100% capturing of all newly acquired asset within 20 days from date of delivery | 100% capturing of all newly acquired asset within 20 days from date of delivery | All assets verified, a quarterly report available |
| **1.5 To ensure reduction of vacancies** | HR provisioning plan approved by the Board | 1 | HR Provisioning Plan completed and approved | Recruitment and selection process commences for the two (2) vacancies | Appointment for the two (2) vacancies | - | - | - | - | - | - | - | - | - |
| Percentage posts filled in relation to the HR provisioning plan  (100% filled within 3 months of the position becoming vacant) | 100% | - Appointment of service provider to review and develop an ideal organogram to meet the requirements of the organisation | Advertising the vacancies (2)  - Commencement of the review of the organisational structure, job review and job specifications | Review of the organisational structure | Review of the organisational structure | Finalisation of the organisational structure and costing by the service provider | Review and approval of organisational structure by the Board | Forward the organisational structure report to the Director General | - | - | - Recruitment and selection for appointment in the next financial year | - Recruitment and selection for appointment in the next financial year | -- Recruitment and selection for appointment in the next financial year |
| **1.6 To ensure performance management in ITB** | Percentage of performance agreements concluded timeously | 100%  ***(Organisational redesign will lead to revised performance agreements)*** | - | - All drafts must be in place  - Employee Performance Management and Development System (EPMDS) review commences | Training of employees | Job re-evaluation and training of employees | Job re-evaluation and training of employees | Policy review and job evaluation completed | Commencement of signing of contracts | Commencement of signing of contracts | Commencement of signing of contracts | Evaluation of performance for employees | Evaluation of performance for employees | Evaluation of performance for employees |
| **1.7 Provision of skills development to improve service delivery** | Number of Internal Skills Audit performed | 1 | Skills audit undertaken | Skills Audit Report available | Approval of the Skills Audit report by the Board | Implementation of the skills audit report | Implementation of the skills audit report | 25 % implementation of the skills that need to be imparted in terms of the report | Implementation of the skills audit report | Implementation of the skills audit report | 50 % implementation of the skills that need to be imparted in terms of the report | Implementation of the skills audit report | Implementation of the skills audit report | 75 % implementation of the skills that need to be imparted in terms of the report |
| Number of training programmes conducted | 10 | - | Draft Training Plan developed, costed and approved in line with Skills Audit Report | 1 | 1 | 2 | 2 | 1 | 2 | - | - | 1 | - |
| **1.8. To improve customer relationship** | Payment of undisputed invoices within 30 days of receipt in finance | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Number of Memorandum of Agreement (MOA) with traditional councils approved by the Board | 10 | Identification of TCs  2 MOAs signed | Engagement with TCs | 1 MOAs signed by TC and the ITB | Identification of TCs | Engagement with TCs | 3 MOAs signed by TC and the ITB | Identification of TCs | Engagement with TCs | 2 MOAs signed by TC and the ITB | Identification of TCs | Engagement with TCs | 2 MOAs signed by TC and the ITB |
| 1.9. Improve infrastructure for effective service delivery | Planning for office accommodation | 1 | - | Terms of reference for appointment of service providers for feasibility study and advertising for tender | Procurement process commences | Service provider appointed and commencement of project | Planning process commences | Ongoing planning process | Ongoing planning process | Plan presented to the Board for approval | Submission of plan to municipality for approval | - | Approval granted by municipality | Commencement with design process |

**PROGRAMME 2: REAL ESTATE**

| **Strategic Objective** | **Indicator** | **Performance Targets** | **Quarter 1** | | | **Quarter 2** | | | **Quarter 3** | | | **Quarter 4** | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **January** | **February** | **March** |
| **2.1. Provision of secured tenure rights to facilitate development on Ingonyama Trust land** | Land tenure policy developed and approved | **1** | - | Procurement process | Appointment of service provider | Ongoing research | Ongoing research | Engagement for comment with internal & external stakeholders | Drafting of the Tenure Policy | Drafting of the Tenure Policy | Drafting of the Tenure Policy | - | Approval of Tenure Policy | Implementation plan drafted |
| Research conducted on land allotment practices | **1** | - | Procurement process | Appointment of service provider | Ongoing research | Ongoing research | Ongoing research | Drafting of the land allotment practices research report | Drafting of the land allotment practices research report | Drafting of the land allotment practices research report | - | Approval of the research report | - |
| Number of land tenure rights approved by the Board | 1400 | 167 | 166 | 166 (Review and remedial plan developed) | 150 | 150 | 150 (Review and remedial plan developed) | 85 | 81 | 84 (Review and remedial plan developed) | - | 100 | 100 (Review and remedial plan developed) |
| Sites surveyed | 1576 | 308 | 258 | 208 | 158 | 158 | 158 | 79 | 79 | 79 | - | 85 | 85 |
| **2.2. To maintain an integrated and comprehensive land tenure administration system (database of land tenure rights)** | Updated land holdings register | **4**  - Statistic on land transferred to the IT  - Land transferred from the IT  - Encumberances on IT land  - Claims on IT land | Ongoing monthly reports | Ongoing monthly reports | - Ongoing monthly reports | - Ongoing monthly reports  - 1 quarterly report to the Board | Ongoing monthly reports | Ongoing monthly reports | - Ongoing monthly reports  - 1 quarterly report to the Board | Ongoing monthly reports | Ongoing monthly reports | - Ongoing monthly reports  - 1 quarterly report to the Board | Ongoing monthly reports | Ongoing monthly reports |
| Number of land parcels for commercial use valued | ***9*** | Collection of primary and secondary information | Identification of land parcels to be used for commercial purposes (Macambini TC, Mkhwanazi TC, KwaNzimakwe TC, Mbila TC, Taylors Halt, Bhidla TC, Dube TC) | Surveying of land parcels  Commence procurement | Finalise procurement | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region | Land valuation  Draft layout plan  Preparation for development rights process per region |
| **2.3. To ensure sustainable land planning which attracts investment on IT land** | Number of traditional councils with development plans | ***4***  **Tembe, Mbila, UMnini, Mathulini TC** | Preparation of terms of reference and signing of MOA | Procurement of service provider | Procurement and appointment of service provider  Inception report submitted | Service provider commences with a detailed project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Complete spatial layout and development plan approved by the local municipality |
| Number of spatial development plans on strategically located land | ***3***  **Macambini TC, Dube TC & Taylors Halt** | Preparation of terms of reference and signing of MOA | Procurement of service provider | Procurement and appointment of service provider  Inception report submitted | Service provider commences with a detailed project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Complete spatial layout and development plan approved by the local municipality |
| Number of development agreements with municipalities | **4 Umsunduzi, Newcastle, Umhlathuze, Umgeni LM** |  | Initiate Consultation with Municipalities on the development agreement  Continue consultations with Traditional Councils | Drafting of Agreement | Drafting of Agreement | Engage EXCO on Municipalities consulted and draft agreement | Engagement with municipality on proposed agreement | Engagement with municipality on proposed agreement | Finalisation and signing of agreements | Finalisation and signing of agreements | Drafting of Development Agreement Action Plan | Drafting of Development Agreement Action Plan | Drafting of Development Agreement Action Plan |
| A report identifying prime land developed and approved by the Board | **1**  **(Matheni, Mandlakazi, Usuthu, Macambini TC)** | Preparation of terms of reference and signing of MOA | Procurement of service provider | Procurement and appointment of service provider  Inception report submitted | Service provider commences with a detailed project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Progress as per project plan | Complete report identifying prime land approved by the local municipality |
| **2.4. Provide support to beneficiary communities to improve food security** | Board approved plan on agriculture production on Trust land | **1** | - Drafting of agricultural production plan | Agricultural production plan submitted and approved by the Board | Source of Strategic partners/ investors for implementation | Implementation and Monitoring | Implementation and Monitoring | Implementation and Monitoring | Implementation and Monitoring Continued | Implementation and Monitoring Continued | Implementation and Monitoring Continued | Implementation and Monitoring Continued | Project evaluation | Prepare Report |
| - Initiate process of evaluation of existing projects | Development of evaluation tool | Evaluation commences | Ongoing evaluation | Evaluation Report available | Tabling of the report to the Board with recommendations | Review of the production plan |
| Number of potential projects of high commercial value for partnership with the private sector identified and implemented | **1** | Engage Adamopix for signing of MOA | Engage Adamopix for signing of MOA | Conduct a feasibility study and an Economic Viability assessment on proposed project of collaboration | Submission of draft MOA for  Board approval | Finalisation of MOA | Plan for Implementation | Board Approval | Implementation | Implementation continued | Implementation continued | Implementation continued | Implementation continued |
| Number of agricultural projects approved by the Board  12 | **Fencing**  **02** | Procurement of fencing material (Mlindimaba)  Commence with fencing (Qiko) | Procure of fencing labour contractor (Mlindimamba) | Commence fencing at (Mlindimamba) | Continuation of fencing and completion  (Mlindimamba) | - | - | - | - | - | - | - | - |
| **Crop production**  **12 TC areas** | Harvesting of beans  -Mabedlana  -Madzikane  -Emshisweni  -Eyethu  Land preparation (site clearance) and closing:  -Vulamehlo | Harvesting of beans  Mfundeni  Zihlalele  Isikhonyane  -Umnotho usezandleni  Land preparation (site clearance):  -Mlindimamba | Land preparation for vegetable plantation  -Zihlalele  -Mfundeni  -Umnotho usezandleni  -Madzikane  Finalise land preparation (site clearance) and closing:  -Mlindimamba | Planting of vegetables  -Zihlalele  -Mfundeni  -Umnotho usezandleni  -Madzikane | Land preparation for bean planting on all projects | Planting beans | Spray programme  General crop management | Spray programme  General crop management | Spray programme  General crop management | Harvesting  Packaging | Sales | Prepare for next planting |
| **Sales** | Procurement of packaging material | Negotiate with buyers | Packaging of harvest | Sales / marketing  of harvest | Sales / marketing  of harvest | Sales / marketing  of harvest | - | - | - | - | Sales / marketing  of harvest | Sales / marketing  of harvest |
| **Development of business Plans** | Procurement of service provider  -Mlindim  amba  -Mabedl  ane  -Nsundu  zane  -Mhlung  wini  -Eyethu  -Skhonya  ne  -Vulame  Hlo  -Plazini  -Umnoth  usesand  leni  -Phelela  ni  -Khanyi  sani | Preparation of project beneficiaries | Commence with business plan | Commence with business plan | Finalise business plans | Recommendations & reporting | Review report input | Implement recommendations | - | - | - | - |
|  |  | **Capacity Building** | Profiling + Skills Audit on all projects | Profiling + Skills Audit on all projects | Profiling + Skills Audit on all projects | Skills audit report tabled at the Board | Development of a training manual (in collaboration with agricultural institutions) | Training commences (UThungulu, Z Zululand & UMgungundlovu) | Training commences (Ugu UThukela) | Ongoing monitoring | - | - | Ongoing monitoring | Ongoing monitoring |
| **Irrigation system (Obizo, Madzikane, Bhidla, Bhejane, Shange, Macambini TC)** | Assess water terrain | Procurement of service provider for irrigation | Appoint service provider for irrigation | Install irrigation system | Install irrigation system | Install irrigation system | Planting | Planting | Planting | Harvesting | Harvesting | Harvesting |
| Primary tillage | Primary tillage | Primary tillage |
| **2.5. Ensure integration related to mining for sustainable rural development on Ingonyama Trust land** | A comprehensive plan based on the recommendation of the 2015/16 mining Imbizo | **1** | - | Finalise plan | Engagement with the DMR | Prepare and submit final draft to the Board for approval  Hosting of mining Imbizo for small miners | - | - | - | - | - | - | - | - |
| Auditing of all mining activities on IT land | **1** | - | Terms or reference | Procurement process | Procurement process | Audit commences | Audit commences | Draft report submitted | Draft report submitted | Draft report submitted | Approval of report by the Board | - | - |
| **2.6. To facilitate economic development** | An implementation plan on land with development rights, costed and approved | **1**  **Economic Development Strategy** | - | Development of the Terms of Reference | Revive the existing MOAs with (TIK, NEF, Ithala, RBIDZ, Growthfund, Dube Tradeport)  Initiate discussions with new roleplayers / associates (Banking sector etc.) | Procurement process  Appointment of SP and signing of Project Plan | Procurement process  Appointment of SP and signing of Project Plan | Drafting of Economic Development Strategy | Development of Strategy continues | Draft Economic Development Strategy submitted for comments | - | - | Economic Development Strategy approved by the Board | - |
| **1 (Implementation plan with development rights costed)** | - | Draft implementation plan on land with development rights  (Newcastle, Mpophomeni) | Draft implementation plan on land with development rights  (Newcastle, Mpophomeni) | Plan submitted for comments | Revision of draft plan with comments | Approval of plan by the Board | Implementation, M&E Review | Implementation, M&E Review | Implementation, M&E Review | Implementation, M&E Review | Implementation, M&E Review | Implementation, M&E Review |
| Monitoring compliance and adherence to ITB BBBEE scorecard for commercial development | **3** | Linking up with Real Estate Officers (REO) to prepare a data base of Businesses operating within ITB land  Work with TCs Developments Trust to identify SMMEs and Cooperatives within their areas | Collate information | Collate information | Update  Data base | - | - | Update information | - | - | Update information | - | - |
|  |  |  | Prioritise 3 recently approved commercial developments  - Mathulini Shopping Centre | Engage existing Businesses on ITB BBBEE scorecard and its implication    (1) | Engage existing Businesses on ITB BBBEE scorecard and its implication  (2) | Agree on performance targets and time frames with Businesses  (3) | Monitor Progress  (3) | Monitor Progress  (3) | Monitor Progress  (3) | - | - | - | - | - |
| Development rights application submitted and obtained in line with the findings of the land audit | **5 (Planning rights)**  **Dube, Mbila, Macambini, Tembe and Luthuli TC** | - | - | Preparation of the terms of reference | Preparation of the terms of reference | Finalisation of procurement of service provider | Procurement of service provider | Preparation of applications | Preparation of applications | Submission of applications to relevant local authority | - | - | - |
| **2.7. Provide training to traditional councils** | Skills audit performed based on land related legislation | **1** | - | Process of engagement with COGTA | Draft document on cooperative agreement with COGTA | - | - | - | - | - | - | - | - | - |
| Training plan approved by the Board | **1** | - | - | Drafting of training plan  Terms of reference | Approval and training plan  Advertising of tender | Appointment of service provider | Training | Training | Training | Training | Training | Training | Training |
| Number of traditional councils trained | **12** | - | - | - | 2 | - | 2 | 1 | 3 | - | 1 | 2 | - |
| **2.8. Facilitate skills development for young people living on communal land** | Number of educational awards granted | **120** | - | - | Review of the awards issued by the Board | Board decision to extend grant based on performance | Advertising for bursaries based on available surplus | - | - | Selection of bursary recipients | Selection of bursary recipients | 70 bursaries awarded | 50 bursaries awarded | - |
| **2.9. Promotion of social cohesion and cultural values** | Framework on supporting social cohesion and cultural values | **1** | - | - | - | Research | Terms of reference | Procurement process | Appointment | Development of framework | Development of framework | - | - | Framework approved by the Board |