

SECTION F 3 - LOCAL ECONOMIC DEVELOPMENT [LED]

The primary role of the Kouga Municipality in local economic development is to coordinate, facilitate and stimulate sustainable economic development within its jurisdiction through these mechanisms; Strategy and policy development; Programme development and co-ordination and Strategic liaison and networking

1. Vision and LED Objectives

The Kouga vision outlines key principles and outcomes to address the key development challenges in the area. To fulfil this vision the IDP defines a set of objectives and strategies in a number of priority areas including economic development. These are clustered under three key objectives identified for local economic development.

Kouga seeks to increase employment and stimulate economic growth through the Economic Development & Empowerment Strategies by

- Promotion and development of Small, Medium and Micro Enterprises. (SMME's) with focus on PDI's
- Regulations, by-laws and Council policies should promote and encourage business investment and local labour incentives
- Effective utilisation of Council's assets, land and buildings to stimulate entrepreneurship and creating SMME incubators
- Promote and stimulate the opportunities for Public \ Private Partnerships (PPP's) for infrastructure and service delivery.
- Stimulate economic growth and business development through incentives for business retention, expansion and attraction
- Encourage human resource development through existing and future projects and community organisations
- Promote and market the local area through tourism organisations, customer services and establishment of ongoing linkages with other regional economic development)
- Promote and support local business support and spending
- Promote beneficiation of local products and raw materials
- Allocate responsibility to various role players within Council
- Investigate and identify all relevant role-players to add value, assistance and funding
- Participate in national programmes – ensure that the community is exposed to all initiatives and encourage them to participate. Assist communities with access to programmes and funds
- Increase knowledge and awareness of the need to stimulate economic growth throughout the Kouga region by training and capacity building
- Co-ordinate employment initiatives through Expanded Public Works Programme and Supply chain processes
- Strive to access all forms of funding and support

To improve the tourism industry and increase number of tourists visiting the region through the following tourism **Strategies**

- Upgrade, maintain and provide tourism facilities and support
- Engage in active marketing on a local and regional level
- Support private tourism initiatives
- General town beautification
- Adequate infrastructure
- Develop and concentrate on key attractions and annual events
- Encourage capacity building, development and training of people

The municipality has conducted a process of reviewing its Local Economic Development Strategy and participation of all councillors, officials and the public was sought to ensure that we strategise together in order to develop our local economy.

2. Capacity Assessment for LED Programmes

The Kouga organogram provides for a LED Unit, with key function of coordinating the development of LED policies, strategies, plans, programmes and has established a Development Agency to facilitate the full implementation thereof. The Manager in LED has LED requirement skills and reports to the Section 57 Manager of the Strategic Service Directorate that has a fixed term contract and finalising Masters in development. About 59% approved LED posts in the organogram are filled. In the past 3 years 50-69% of LED staff has attended at least 3 accredited training and less than 30% of LED staff has at least 3 years of relevant working experience and policies that guide the implementation of LED programmes. LED portfolio committee in place chaired by the councillor who is heads the directorate, LED stakeholders forum have been established in 2009 and 2010 and trained for improved functioning.

LED strategy to be adopted by council by June 2010 is based on the current and forecast socio-economic situation in the municipality: Current and relevant data; Data analysis reflecting type and level of economic activities in the municipalities; Comparative and competitive advantages and socio-economic forecasts are explicitly articulated. The Municipal LED strategy clearly outlines a strategy to address enterprise development and support. All LED objectives are linked to LED identified priorities. Stakeholders (a level below the expected level of consultation) have been involved in the development and implementation of LED strategy.

Resourceful partnerships established for LED activities

Kouga like all other municipalities is not immune from financial constraints that negatively impact on the realisation of the desired LED Plan and Strategy. Kouga Budget although improve by 60% to address LED needs is inadequate to attend to the primary LED objectives. Furthermore the MIG funding provides for economic infrastructure projects and some few Socio-Economic projects e.g hawkers facilities by the blue flag beach, the extension of a clinic in Kwanomzamo. During the current review municipality resolved that 100% of MIG funding must be allocated to water, sewer and stormwater needs.

The Municipality has partnership agreements with four (4) of the structures: Government Department; Private Sector (Business Sector); International Organisations; Peer Municipalities; Communities.

The Municipality applies the following principles before entering into a partnership;

- Clear roles and responsibilities
- The partnership support is enhancing the capacity of the municipality to perform its constitutional mandates
- Benefits are clearly stipulated
- Terms and condition are clearly stipulated and shared risks

A Major challenge relates to the lack of marketing and communication strategies developed not just for tourism but for budget allocations too. U section for this function must still be created

3. Institutional Commitment to Led

Council has for the past three years resolved (within its six (6) strategic focus area) to ensure institutional commitment to LED. The budget allocation based on IDP priorities has focused on the priorities as identified in the LED strategy that has been workshopped to all its stakeholders by ensuring:

- Improved capacity of the LED unit

- Development of a focus municipal LED strategy that considers the resource / institutional limitation
- Reviving inter-departmental commitment, strategies and reporting on matters of LED
- Intergovernmental relationships & partnerships to increase the resource base
- Involvement of the business community and other critical stakeholder in dialogues and strategies
- Consistent flow, analysis and knowledge creation of reliable economic data
- Corporate responsibility / procurement policy

4. Development Thrusts

A development thrust defines an area of priority focus. It is a collective economic force that can generate sufficient economic energy and momentum to create a series of sustainable opportunities to achieve the set short, medium and long-term objectives of any strategy. Based on the comprehensive strategic analysis and rigorous stakeholder consultative process, the Kouga Municipality and its partners have identified the following five (5) key development thrusts as the core drivers of this LED strategy and plan.

4.1. Strategic Thrust [1]: Enterprise and Sector Development

Strategic goals:

- To grow the numbers and improve the competitiveness and productivity of small, medium and micro enterprises;
- To increase the numbers and productive capacity of SMME and large enterprises in tourism, agriculture and manufacturing sectors of the economy;
- To improve the quantity and quality of jobs created by SMME's and large enterprises;
- To increase the contribution of tourism, agriculture and manufacturing on employment and gross geographic productivity of Kouga.

Agriculture Development Framework:

- To promote the production of high-value crops and vegetables
- To attract new investments into agriculture and infrastructure development
- To facilitate sustainable BEE enterprises in citrus, fishing and maritime
- To promote small-scale farming activities for food security net
- To facilitate access to agricultural land by emerging farmers
- To implement an agriculture enterprise development and extension programme
- Coordinate agricultural activities by establishing an Agricultural Forum

Tourism Development Framework:

- Facilitate establishment of new BEE enterprises in tourism
- Design and implement tourism development programmes for local communities
- Improve the quality of crafts and black-owned businesses in general
- Establish community tourism forums to promote tourism participation
- Facilitate the establishment of new tourism products within township areas
- Consolidate the tourism institutional framework for Kouga

4.2. Strategic Thrust [2]: Economic Infrastructure Development

Strategic goals:

- To improve the state and quality of general economic development infrastructure thus enhance the accessibility of markets, movement of goods and services and inter-regional linkages.
- To improve the levels of supply, quality and reliability of business support infrastructure in terms of provision of electricity, water, sanitation, road, rail and harbour-linkages.
- To attract new public and private investments to address critical bulk and economic, tourism and agricultural infrastructural backlogs as a pre-condition to unlocking new economic growth levels.

4.3. Strategic Thrust [3]: Skills Development and Labour Alignment

Strategic goals:

- To develop new management, technical and life-skills in line with labour market demands of the area, its key sectors and the region at large;
- To re-align skills production and capacity building programmes to meet existing labour market shortages through re-training and re-orientation;
- To create surplus labour capacity to meet existing and future business and investment growth demands;
- To improve the existing employability of the unemployed person including youth, women, under-graduates and post-graduates through targeted skills training.

4.4. Strategic Thrust [4]: Informal Economy Development

Strategic goals:

- To encourage the participation of the previously disadvantaged communities and individuals in self-employment, self-help and poverty-alleviation initiatives.
- To provide meaningful support to informal self-employment, self-help and poverty alleviation initiatives thus ensuring progressive growth into the SMME sector.
- To enhance the role of the informal economy in meeting rural and township consumption / consumer needs.

4.5. Strategic Thrust [5]: Institutional Development

Strategic goals:

- To build the appropriate internal [municipal] and to some extent, the external institutional capacity necessary to ensure the successful implementation of the Council's IDP economic objectives and this LED Strategy.
- To improve the integration, alignment and coordination of government and stakeholder economic development programmes to leverage resources.
- To establish meaningful communication, efficient decision-making and economic development and implementation capacity.

5. Kouga's Development Approach to LED

Development Priority	Desired outcomes	Broad Strategic Objectives
To improve economic growth and employment and reduce poverty by maximizing the socio-economic impact of the municipality's actions, through broadening stakeholder participation in	Improved local economy that attracts tourism and investment and provides decent employment and sustainable livelihoods	Facilitate actions that improve service delivery in order to contribute to the reduction of poverty
		To facilitate the growth of the Kouga economy and increase employment opportunities by creating a conducive economic environment
		Support initiatives for agricultural development and related processing activities

aligned and focused socio-economic activities.		Facilitate actions that broaden Stakeholder participation in economic activities
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6. Progress to-date on LED

Objective Target	Targets	Base-line	2007/8	Actual Progress for 2007/08 to Dec 2008	2009/2010	2010/2011
Local Economic Development						
Households living under the poverty line receive adequate social support that reduces their vulnerability	Reduce number of households living under poverty datum line by 10% in 20012 (46 households)	46 households		Actual 8% of 10%	12%	10%
	Increased access to food programmes by 505 of 46 households at schools in areas with highest number of poor households by 2012	50%	10%	10%	10%	10%
	Increased number of households accessing Free Basic Services	50%	10%	Actual 15% against 10%	5%	10%
	Increased number of households participating in food security programs (vegetable gardens)	50%	10%	30% actual vs. planned 10%	10%	10%
	Increased access to grants by qualifying individuals	50%	10%	10%	10%	10%
	Improved infrastructure to accommodate vulnerable groups (investment of MIG funds in the eradication of backlogs)	50%	10%	20%	20%	20%
	Increased income per household	50%		10%	10%	10%
Economic growth is stimulated in the Kouga region, and sustainable employment has been facilitated by creating a 5% growth in job creation by 2011	Increased number of employed persons	20176 unemployed	200	200	200	200
	Increase the number of public-private partnerships by 9 in 2012	5	1	1	1	1
	Increased number of jobs created via municipal departments' projects	500	100	100	100	100
	Increased number of jobs through Sector Departments	500	100	100	100	100
	Increased number of investments from existing and new industries	20	2	2	2	2

	Number of emerging contractors getting access to economic opportunities via the Supply Chain Management of the Municipality	20	4	4	4	4
Tourism						
The institution is managed in a transparent and accountable manner that results in positive interaction	Increased number of functioning Ward committees VUNA that reports monthly	4/10 functioning W/Comm	6 /10	10-Jun	10-Aug	10-Sep
	Increased number of quarterly meetings by the Ward councillor with their constituency	4 quarterly meetings in all wards	400%	4	400%	4
	Increased number of quarterly performance reports to the public	0/4 performance reports	4-Feb	4-Feb	4-Mar	4-Apr
	Annual report is available and distributed on time	Annually	1yearly	1yearly	1yearly	1yearly
	Report on customer satisfaction is available VUNA	0%	4	0%	100%	1
	Reports from all departments available on implementation of Batho Pele principle VUNA	0	4	4	4	4
All departments and political organs of local government have access to sufficient facilities and administrative support to deliver services (projects and operational) as per IDP targets	Office space requirements at all municipal offices are met	40%	30%	30%	10%	Phase 1 Build Headquarters
	Requirements with regard to facilities and infrastructure including Disability, IT is met at all municipal offices	20%	10%	13%	7%	
	Number of departments that are satisfied with administrative support, registry services	100%	100%	100%	100%	100%
	Implement standard report format for all committee meetings.	100%	100%	100%	100%	100%
	Improve notification of council meetings	100%	100%	100%	100%	100%
	Number of Council reports/ decisions that are well documented and accessible to relevant stakeholders	100%	100%	100%	100%	100%
complies with and implements all applicable local government legislation to	System for the monitoring the implementation of council resolution	100%	100%	100%	100%	100%
	A compliance scorecard is available for every department (New Indicator)	All 6 directorates	All 6 directorates	All 6 directorates	All 6 directorates	All 6 directorates

adhere to ensure professional service delivery	Nr of departments that comply to Municipal Code of Good Practice	All 6 directorates	All 6 directorates	All 6 directorates	All 6 directorates	All 6 directorates
Develops constructive working relationships with all spheres of government, with particular reference to service agencies dealing with the priority issues in the area	Number of strategic dialogues/workshops with other municipalities and sectors on issues of mutual interest	6 directorates	6 directorates	6 directorates	6 directorates	6 directorates
	Increased investment for joint action by service agencies in line with IDP targets	5%			10%	15%
	Increased number of MOUs that formalise cooperation	100% Per relationship	100% Per relationship	100% Per relationship	100% Per relationship	100% Per relationship

Kouga is developing a LED strategy and following is a process to plan that is being followed

Process for reviewing LED Strategy

2.4	Analysis of the comparative advantage	Tues 20 April	An analysis of the comparative advantage of the municipality will be done through informal interviews in each of the family of small towns with the relevant stakeholders and also from a desktop study of existing information.	Relevant internal and external stakeholders	ARF
3.2	Formulate a strategy and implementation plan 1 Day	Wed 21 April	A LED strategy and implementation plan review process will be jointly developed with all the relevant stakeholders in the municipality. The involvement of all role players to ensure buy-in into the process	Relevant representatives from all divisions in municipality and councillors	ARF
3.4	Strategy development process	Thurs 22 April	A three-day workshop will be held with the resource people to develop the LED strategy update process		ARF
1.5	Workshop based on needs identified activity 1.1	Friday 23 April	This workshop will be based on the needs identified in activity 1.1.	Relevant officials and councillors	ARF

3 May – 7 May 2010

2.5	Analysis of opportunities and innovation possibilities (1 day)	Mon 3 May	An analysis of existing opportunities and innovation possibilities will be done by concentrating on clusters and cluster development. Innovation possibilities will be based on clusters which show promise in both the upstream and downstream of the cluster supply chain	Relevant internal and external stakeholders	SDK
2.6	Assessment of competitiveness environment (1 day)	Tues 4 May	An assessment will be made of how competitive the municipality is compared firstly to other municipalities in the districts, then to similar municipalities in the province and also to similar municipalities in the rest of South Africa.	Relevant internal and external stakeholders	SDK
2.9	Developed a set of key potential investment projects (2 days)	Wed & Thurs 5 & 6 May	A key set of potential investment projects are identified based on the above activities and are presented to the management of the district municipality for final input. A final list of potential investment projects is drafted based on the inputs made by management	Relevant internal and external stakeholders	SDK
3.1	One-day feedback	Fri 7 May	This feedback workshop is important as it	Relevant representatives	SDK

	workshop Result 2 (1 day)		will ensure that all stakeholders up-to-date what is happening in the municipality, that the information is correct and order for stakeholders to provide feedback. The information from the findings end result to will play an important role in the development and update on the LED strategy.	from all divisions in municipality and councillors	
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3 May – 7 May 2010 (Alistair Fray)

1.7	Red tape reduction workshop	Mon – Wed 3-5 May	Red tape in municipalities is seen as a major inhibiting factor for the growth of the local economy. This workshop will take municipal staff through the process of recognizing and barriers in processes and procedures that inhibit economic growth.	Relevant representatives from all divisions in municipality and councillors	ARF
3.3	Review legal framework and bylaws	Thurs 6 May	Linked to the red tape reduction process done in activity 1.7 the legal framework and bylaws in which the municipality operates will be reviewed. As a learn by doing exercise, the service provider will act as facilitator while the process will be done by be LED Division staff.	Relevant representatives from all divisions in municipality and councillors	ARF
4.3	Workshop and outline for the M&E strategy	Fri 7 May	<i>Key stakeholders from the Labour business and investment sectors will be identified, and a workshop with the stakeholders and all the municipalities will be held in order to workshop the findings of the above process. An outline for the investment baseline report will be jointly drafted in order to give guidance to the final baseline report.</i>	Relevant internal & external Stakeholders	ARF

Logical Framework for the LED Plan of the Kouga Local Municipality

	Intervention logic	Objectively verifiable indicators	Means of verification
Overall Goal	To improve economic growth and employment opportunities and reduce poverty by maximizing the socio-economic impact of the municipality's actions, through broadening stakeholder participation in aligned and focused socio-economic activities.	<ul style="list-style-type: none"> Economic growth improved by at least % over a five-year period Employment is increased by % over a five -year period Poverty reduced by % over a five-year period % increase Stakeholder participation & % improved Service delivery 	<ul style="list-style-type: none"> Statistics SA Municipal surveys.
Specific objective	<p>Facilitate the growth of the Kouga economy and increase employment opportunities by creating a conducive economic environment.</p> <p>Facilitate actions that broadening Stakeholder participation in economic activities.</p> <p>Facilitate focussed service delivery action towards poverty reduction.</p>	<ul style="list-style-type: none"> % of investments increased % of procurement spend on local business % of formal business retained and attracted Fully representative Local partnership established and joint action plans developed % of jobs created through municipal programmes 	<ul style="list-style-type: none"> Annual report Municipal surveys LED Unit Reports LED Strategy Document Partnership & related activities
Result 1	Improve Economic Governance capacity of the municipality.	<ul style="list-style-type: none"> All Systems and procedures within the municipality related to economic growth reviewed and improved Institutional Mechanism created that involves all stakeholders in decisions around economic issues Resources (financial and human) available for Local Economic Development Unit increased by % for the next 3 year 	<ul style="list-style-type: none">
Result 2	Facilitate the development, attraction, expansion and retention of Enterprises	<ul style="list-style-type: none"> Involvement of all relevant stakeholders in actions around SMME development. % increase of local businesses in procurement of services for municipality Capacity building programmes for entrepreneurs and business development services available At least two linkage programmes between 1st economy and 2nd economy role players facilitated At least % increase in new businesses setting up. 	<ul style="list-style-type: none">
Result 3	Locality of the municipality is developed in an integrated and sustainable way	<ul style="list-style-type: none"> Municipality is aware of all resources and assets in its position. The general Capacity for understanding sustainable development and 	<ul style="list-style-type: none">

		conservation improved by % <ul style="list-style-type: none"> Existing competitive infrastructure and resources maintained and improved 	
Result 4	Municipal actions are aligned and inclusive so that livelihoods of ordinary people in the municipality are improved.	<ul style="list-style-type: none"> % of communities used in municipal service delivery % businesses involved in community development issues 	•
Result 5	The capacity and needs of the Labour Force in the municipality understood and recorded	<ul style="list-style-type: none"> Understanding of the labour-force needs and skills of business in the municipality. At least three skills training programme for Labour Force run 	•

Activities		Means	Costs
Result 1	<p>Economic Governance capacity of the municipality improved.</p> <p>1.1 Establish an interdepartmental working group to deal with all integrated LED issues.</p> <p>1.2 Establish a Local Action Group consisting of government, the private sector and the community sector.</p> <p>1.3 Joint plans with all stakeholders are developed</p> <p>1.4 Implementation of internal and external awareness campaigns.</p> <p>1.5 Resourcing the LED unit with financial, human and skills capacity.</p> <p>1.6 Improve the processes and procedures of the different units within the municipality</p> <p>1.7 Business red tape reduction</p>		
Result 2	<p>Development, expansion and retention of Enterprises are facilitated.</p> <p>2.1 Promotion of investment through developing an extensive marketing campaign around the comparative advantage and competitiveness of the municipality</p> <p>2.2 Improve the internal procurement systems the municipality so that it benefit local businesses</p> <p>2.3 Support the linkage between 1st & 2nd Economy players (e.g. Honey-Bush Tea)</p> <p>2.4 Strengthen the relationship between institutions supporting enterprises and the municipality</p> <p>2.5 Developing joint programmes SEDA that develops and attract new businesses, and expands existing businesses.</p> <p>2.6 Developed a set of actions (including non-financial incentives) that retains enterprises in the locality.</p>		
Result 3	<p>Locality of the municipality is developed in an integrated and sustainable way.</p> <p>3.1 Cadastral study of Kouga finalised</p> <p>3.2 General marketing of the locality including the heritage sites</p> <p>3.3 Identify true comparative advantage of the locality and use it to make locality competitive</p> <p>3.4 Development of a specific programme around sustainable development and Conservation</p>		

	3.5 Repairs to beach erosion 3.6 Maintenance of “Blue-Flag Beach” 3.7 Infrastructure development used		
Result 4	Municipal actions are aligned and inclusive so that livelihoods of ordinary people in the municipality are improved. 4.1 Review how economic opportunities can be utilised in the waste management cycle and exploit opportunities. 4.2 Developed specific activities around Policing, car-guards, street kids etc. 4.3 Economic actions making use of communities around Beatification and maintenance of the municipality. 4.4 Involving businesses in programmes of Health awareness inside and outside the business environment 4.5 Municipal health awareness making use of communities		
Result 5	Labour Force capacity and needs understood and recorded 5.1 Do a labour-force survey within the municipality to determine the job needs of the locality. 5.2 Develop a data-base of general jobs available in the municipality. 5.3 Facilitate skills development programmes for the labour-force in the locality. 5.4 Ensure the support for labour intensive projects 5.5 Facilitate the general assistance especially to the unemployed labour-force.		

LED Progress Report: as at 31 March 2010:

Deliverables	Ward	Annual allocation R'0000	Performance Target	Expected spending	Accountable	Achievement in terms of Target	Actual Spending
PPP for KCC	5,9	600	Finalize Feasibility Study by May 2010	680	LED Manager	Currently busy with Stage 1B of Feasibility Study. Expect to finalize by May.	R
Entity – KDA Operational support	8		Report to Council on development. Monitor and Evaluate		Director LED	Master Plan completed.	350
Infrastructure for KCC business centre and tea room	Kouga	100	Purchase equipment and secure the tea room and window area.	60	LED Manager	Tables, chairs, stove, fridge, fixing of cupboards and trellis doors and burglar proofing has been installed.	2

Deliverables	Ward	Annual allocation R'0000	Performance Target	Expected spending	Accountable	Achievement in terms of Target	Actual Spending
Finalize Planning and Transfer of Juice Factory to beneficiaries and continued support.	10	(0)	Get funding from Social Development Transfer factory to beneficiaries.	6	LED Manager	Funding amounting to R250, 000 was received from Dept Social Development. Lease is now in the name of the beneficiaries. New entity established, currently busy with training and upgrade of factory.	(0)
Partner with relevant role players in order to activate the narrow gauge train	7	Operating	Finalize funding and contractual arrangements for rail development with Dept Roads and Transport.	Operating	LED Manager	Funding pledged by Dept Roads and Transport, contract signed, yet no funding received to date. Ongoing meetings to get promised grant to municipalities as well as upgrading the lines and stock.	Ops
Wind hydro energy plan developed	7	Operating	Finalize EIA.	Not funds spent though Kouga	Eco- Green	Finalized EIA	Funds not spent through Kouga
Develop Investment Opportunities with NMM University	Kouga	operating	Finalize SMME Plan and commence implementation	operating	LED Manager	SMME Plan Finalized Commenced with implementation. .	op
Develop Partnerships with Baviaans Mega Reserve in order to promote investment in the area	Ward 10	operating	Baviaans Mega Reserve. Attend meetings and report to Council	operating	LED Manager	Attended meetings and reported to Council.	op
Develop Partnerships with Sarah Bartmann development in order to promote investment in the area	Ward 9	operating	Finalize Architectural Design. Commence planning for implementation	operating	LED Manager	Architectural design completed and to be presented to Council. Planning for implementation under way.	op
Develop partnerships with Ubatuba	Kouga	Ops	Finalize MOA and commence implementation.	Ops	LED Director	MOA signed.	Op
Develop partnerships with NGOs to stimulate job creation& savings	Ward 2	Ops	Agreements with Mining ventures in Kouga to assist communities.	Ops	LED Manger	Busy with brick making project and vegetable project in Hankey	0
Data base formulation	Kouga	operating	Data of SMME's to be updated.	operating	LED Manager	Ongoing updates.	op
Business Council expansion	Kouga	operating	Ensure Business Council is more representative	operating	LED Manager	Kouga Business Chamber and Black Chamber of Commerce established.	Op

Deliverables	Ward	Annual allocation R'0000	Performance Target	Expected spending	Accountable	Achievement in terms of Target	Actual Spending
Outreach Programme	Kouga	operating	Do outreaches to wards to assist communities	operating	LED Manager	Outreaches done to communities on an ongoing basis where other sector departments are also introduced, i.e. SED, SD, Youth Fund, etc.	op
Building of new Community hall/fan park	7 (T'hill)	1000			Director LED	Item referred back to Standing Committee for Additional comments	
Neighborhood Centre J'Bay	8				Manager IDP	Appointed PM	
Thusong Centre and Satellites	1,6,7,8,9,10		Fell through		Director LED	Council approval obtained.	
KCC Ceremonial Entrance	5	0	Funding not allocated		Manger LED & Dir Tech Serv	No funding allocated	0
Central office development, fit out	Kouga	operating	Present to Council to establish a Central tourism office plus discussion with moving Humansdorp Tourism Office to the KCC		LED Manager	Central Tourism Organization for Kouga has been established. Tourism office of Humansdorp moved to KCC but will move back due to taxi's at taxi rank not vacating the tourist parking area.	0
Strengthen Tourism through KLTO	Kouga	operating	Have planning and implantation meetings with KLTO		LED Manager	Meetings and joint planning is done.	Op
Tourism Marketing Equipment	Kouga	operating	Purchase exhibition materials	operating	LED Manager	Still to be purchased.	op
Tourism Website	Kouga	operating	Finalize Kouga Tourism Website	operating	LED Manger	Tourism Website has been finalized and is upgraded constantly	op
Kouga Tourism Indaba	Kouga	operating	No tourism indaba due to lack of funding	No funds allocated	LED Manager	Did not have tourism indaba	(o)
Tourism Brochures	Kouga	operating	Finalize brochures	operating	LED Manger	Brochures finalized. Need reprints in new year as well as updates.	op
National Tourism Show and National Advertising	Kouga	operating	Attend and market Kouga	operating	LED Manger	Advertised Kouga on ETV Sporting Channel during the Horse Show Jumping Championships.	R18,000 207/08 budget