



MID -YEAR REVIEW REPORT

2017/2018

TABLE OF CONTENTS

No.	Description	Page No.
1	Executive Summary	01-03
2	Schedule F: Mid-Year Financial Reporting Tables	
2.1	Table F1 – Monthly Budget Statement Summary	04
2.2	Table F2 – Financial Performance (revenue and expenditure)	05
2.3	Table F3 – Capital Expenditure	06
2.4	Table F4 – Financial Position	07
2.5	Table F5 – Cash Flows	08
2.6	Other Supporting Schedules	09-10
3	Quality Certificate	11
4	Annual Performance Plan: Mid-Year Progress Report	12-14

EXECUTIVE SUMMARY

1. BACKGROUND

The Original Budget 2017/2018 was adopted by the Ugu South Coast Development Agency Board in accordance with the Municipal Finance Management Act and its regulations.

The Chief Executive Officer together with Management have assessed the performance of the Entity for the period ended 31 December 2017, taking into account:-

- The level of spending on the approved budget as at mid-year.
- The progress in the implementation of the entity's Annual Performance Plan.
- The prior year spending as reflected in the Audited Financial Statements.
- Any additional revenues or surplus available for re-allocation to projects.

2. IMPLEMENTATION OF THE 2017/2018 BUDGET

The financial results of all operations for the first six months are summarised on the Schedule F monthly in-year reports report which has been incorporated into this report. The expenditure incurred by the Agency has been properly authorised as per the existing delegations.

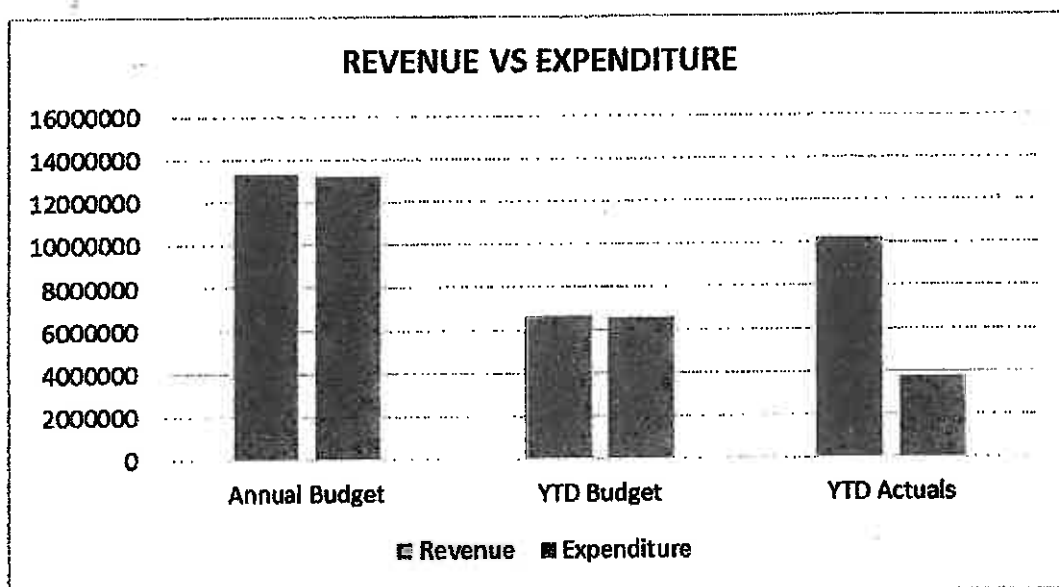
All deviations from the normal supply chain processes have been presented to the Board for approval. The provisions of the MFMA and its regulations have been considered in as far as they apply in the implementation of the Annual Budget.

3. FINANCIAL PERFORMANCE OVERVIEW

This report is based upon financial information available at the time of preparation. The financial results for the period ended 31 December 2017 are summarised below.

3.1. Revenue vs. Expenditure

	Annual Budget	Adjusted Budget	YTD Budget	YTD Actuals	Variance Fav/ (Unfav)	% Variance
Revenue	13,338,125	0	6,669,063	10,218,087	3,549,024	53,22%
Expenditure	13,207,573	0	6,603,787	3,761,256	2,842,531	43,04%
Surplus /Deficit	130,552	0	65,276	6,456,831	6,391,555	97,92%



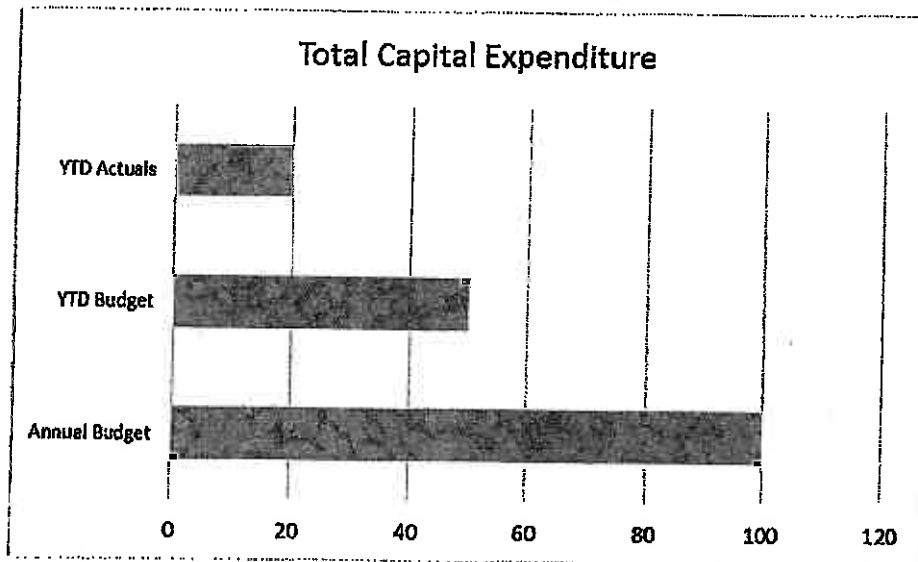
The entity has maintained an operating surplus in the first half of the current financial year as expenditure has been contained to below the original budget estimates whilst revenue has been recorded above the original budget estimates.

Table F2 presents the operating results in the prescribed National Treasury format for submission to the parent municipality.

3.2 Capital Expenditure

The Capital Expenditure report shown in Table F3 has been prepared on the basis of the format required to be lodged electronically with National Treasury and is summarised below.

Description	Annual Budget	Adjusted Budget	YTD Budget	YTD Actuals	Variance Fav (Unfav)	% Variance
Total Capital Expenditure	100,000	0	50,000	20,292	30,000	60%



3.3 Investments

Supporting table F5 contains investments a summary of investments held by the entity as summarised below.

Description	R
Investments at the start of the financial year	1,221,810.30
Movements during the year	2,445,581.82
Total Investments as at 31 December 2017	3,667,392.12

3.4 Cash Flow Summary

	R	R
Cash balance as at 01 July 2017		1,247,770.00
Add: Total Receipts		10,314,836.03
Grants from municipalities		10,162,348.98
Ugu District Municipality	5,788,125.00	
Ray Nkonyeni Municipality	3,324,223.98	
Umdoni LM	525,000.00	
Umzumbe LM	525,000.00	
Umuziwabantu LM	0	
Interest on investments		25,919.46
Other cash receipts		126,567.59
Less: Total Payments		(7,723,728.71)
Salaries and Board Fees	(2,752,187.00)	
Suppliers and other payments	(4,971,541.71)	
Total Cash & cash equivalents as at 31 December 2017		3,838,877.32

- Table F1 Monthly Budget Statement Summary - M06 December

Description	2016/17	Current Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	264	200	-	13	29	33	(0)	-12%	67
Transfers recognised - operational	11 854	9 588	-	-	10 062	1 598	8	530%	3 196
Other own revenue	72	3 550	-	96	127	592	(0)	-79%	1 183
Total Revenue (excluding capital transfers and contributions)	12 190	13 338	-	108	10 218	2 223	7 995	0	4 446
Employee costs	4 441	4 800	-	1 053	2 299	800	1 499	0	1 600
Remuneration of Board Members	909	856	-	117	453	143	310	0	285
Depreciation and asset impairment	61	65	-	5	33	11	22	0	22
Finance charges	141	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	-	-	-	-	-	-
Other expenditure	3 692	7 487	-	194	977	1 248	(271)	(0)	2 496
Total Expenditure	8 244	13 208	-	1 369	3 761	2 201	1 560	0	4 403
Surplus/(Deficit)	2 947	131	-	(1 261)	6 457	22	6 435	0	44
Transfers recognised - capital	-	100	-	-	100	17	83	0	33
Contributions & Contributed assets	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	2 947	231	-	(1 261)	6 557	38	6 518	0	77
Taxation	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	2 947	231	-	(1 261)	6 557	38	6 518	0	77
Capital expenditure & funds sources									
Capital expenditure	83	100	-	20	20	50	(30)	(0)	41
Transfers recognised - capital	83	100	-	20	20	50	(30)	(0)	41
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
Total sources of capital funds	83	100	-	20	20	50	(30)	(0)	41
Financial position									
Total current assets	2 437	4 167	-	-	8 188	-	-	-	16 376
Total non current assets	9 666	331	-	-	9 586	-	-	-	19 132
Total current liabilities	5 954	423	-	-	7 504	-	-	-	6 731
Total non current liabilities	-	-	-	-	35	-	-	-	-
Community wealth/Equity	6 149	4 065	-	-	10 215	-	-	-	20 430
Cash flows									
Net cash from (used) operating	2 479	(1 085)	-	1 472	2 511	(542)	3 154	(0)	5 222
Net cash from (used) Investing	(9 432)	(100)	-	-	(20)	(50)	30	(0)	(40)
Net cash from (used) financing	4 139	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	1 247	2 876	4 061	2 719	3 838	654	3 184	0	9 243

- Table F2 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December

Description	2016/17	Current Year 2017/18							Full Year Forecast
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	
R thousands									
Revenue By Source									
Property rates							-		
Service charges - electricity revenue							-		
Service charges - water revenue							-		
Service charges - sanitation revenue							-		
Service charges - refuse revenue							-		
Service charges - other							-		
Rental of facilities and equipment							-		
Interest earned - external investments	284	200		13	29	100	(71)	-70.8%	200
Interest earned - outstanding debtors							-		
Dividends received							-		
Fines, penalties and forfeits							-		
Licences and permits							-		
Agency services							-		
Transfers and subsidies	11 854	9 688			10 062	4 794	5 268	108.9%	9 688
Other revenue	72	3 650		98	127	1 775	(1 648)	-92.9%	3 550
Gains on disposal of PPE							-		
Total Revenue (excluding capital transfers and contributions)	12 190	13 338	-	108	10 218	6 669	3 549	53.2%	13 338
Expenditure By Type									
Employee related costs	4 441	4 800		1 053	2 296	2 400	(101)	-4.2%	4 800
Remuneration of Directors	909	858		117	453	428	25	5.9%	856
Debt impairment							-		
Depreciation & asset impairment	61	65		5	33	33	-		65
Finance charges	141						-		
Bulk purchases							-		
Other materials							-		
Contracted services	120				361	-	361	#DIV/0!	-
Transfers and subsidies							-		
Other expenditure	3 572	7 487		194	616	3 743	(3 127)	-83.5%	7 487
Loss on disposal of PPE							-		
Total Expenditure	9 244	13 208	-	1 360	3 761	6 604	(2 843)	-43.0%	13 208
Surplus/(Deficit)	2 947	131	-	(1 261)	6 457	65	6 392	9781.8%	131
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		100			100	50	50	100.0%	100
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations,							-		
Transfers and subsidies - capital (in-kind - all)							-		
Surplus/(Deficit) before taxation	2 947	231	-	(1 261)	6 557	115	6 442	5587.9%	231
Taxation							-		
Surplus/(Deficit) for the year	2 947	231	-	(1 261)	6 557	115	6 442		231

- Table F3 Monthly Budget Statement - Capital Expenditure - MO6 December

Description	2009/10	Current Year 2010/11							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Capital expenditure by Asset Class/Sub-class									
<u>Infrastructure</u>									
Roads Infrastructure									
<u>Community Assets</u>									
Community Facilities									
Halls									
<u>Heritage assets</u>									
Monuments									
<u>Investment properties</u>									
Revenue Generating									
<u>Other assets</u>									
Operational Buildings									
<u>Biological or Cultivated Assets</u>									
Biological or Cultivated Assets									
<u>Intangible Assets</u>									
Services									
Unspecified									
Computer Equipment	83	50		20	20	25	5	18.8%	41
Computer Equipment	83	50		20	20	25	5	18.8%	41
Furniture and Office Equipment		50				25	25	100.0%	
Furniture and Office Equipment		50				25	25	100.0%	
Total Capital Expenditure	83	100		20	20	50	30	69.4%	41
Funded by:									
National Government									
Provincial Government									
Parent Municipality	83	100		20	20	60	30	69.4%	41
District Municipality									
Transfers recognised - capital	83	100		20	20	60	30	0	41
Public contributions & donations									
Borrowing									
Internally generated funds									
Total Capital Funding	83	100		20	20	60	30	0	41

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).
2. Include capital component of PPP unitary payment.
3. Include finance leases and PPP capital funding component of unitary payment.
4. Total Capital Funding must balance with Total Capital Expenditure
5. Include contributions from Public Entities; e.g. Eskom

- Table F4 Monthly Budget Statement - Financial Position - M06 December

Vote Description	2016/17	Current Year 2017/18			
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands					
ASSETS					
Current assets					
Cash	1 247	51		184	368
Call investment deposits		120		3 667	7 335
Consumer debtors					
Other debtors	1 190	3 986		4 337	8 673
Current portion of long-term receivables					
Inventory					
Total current assets	2 437	4 157	-	8 188	16 376
Non current assets					
Long-term receivables					
Investments					
Investment property	9 349			9 308	18 616
Property, plant and equipment	299	308		258	517
Agricultural					
Biological					
Intangible	18	23			-
Other non-current assets					
Total non current assets	9 666	331	-	9 566	19 132
TOTAL ASSETS	12 104	4 488	-	17 754	35 509
LIABILITIES					
Current liabilities					
Bank overdraft					
Borrowing				4 139	
Consumer deposits					
Trade and other payables	5 389	185		3 365	6 731
Provisions	565	238			-
Total current liabilities	5 954	423	-	7 504	6 731
Non current liabilities					
Borrowing					
Provisions				35	
Total non current liabilities	-	-	-	35	-
TOTAL LIABILITIES	5 954	423	-	7 539	6 731
NET ASSETS	6 149	4 065	-	10 215	28 778
COMMUNITY WEALTH/EQUITY					
Accumulated Surplus/(Deficit)	6 149	4 065		10 215	20 430
Reserves					
Share capital					
TOTAL COMMUNITY WEALTH/EQUITY	6 149	4 065	-	10 215	20 430

- Table F5 Monthly Budget Statement - Cash Flows - M06 December

- Table F5 Monthly Budget Statement - Cash Flows - M06 December									
Description	2016/17	Current Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates							-		
Service charges							-		
Other revenue		3 550		96	127	1 775	(1 648)	-92.9%	263
Government - operating	11 854	9 588			10 162	4 794	5 368	112.0%	20 326
Government - capital							-		
Interest	264	200		13	26	100	(74)	-74.1%	52
Dividends							-		
Payments									
Suppliers and employees	(9 779)	(13 208)		1 364	(7 704)	(6 694)	(1 100)	16.7%	(15 407)
Finance charges	141						-		
Dividends paid						(608)	608	-100.0%	-
Transfers and Grants		(1 215)							
NET CASH FROM/(USED) OPERATING ACTIVITIES	2 479	(1 085)	-	1 472	2 611	(542)	4 138	-762.8%	5 222
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE							-		
Decrease (increase) in non-current debtors							-		
Decrease (increase) other non-current receivables							-		
Decrease (increase) in non-current investments							-		
Payments									
Capital assets	(9 432)	(100)			(20)	(50)	30	-60.0%	(40)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(9 432)	(100)	-	-	(20)	(50)	(30)	60.0%	(40)
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans	4 139						-		
Borrowing long term/refinancing							-		
Increase (decrease) in consumer deposits							-		
Payments									
Repayment of borrowing							-		
NET CASH FROM/(USED) FINANCING ACTIVITIES	4 139	-	-	-	-	-	-		-
NET INCREASE/ (DECREASE) IN CASH HELD	(2 814)	(1 185)	-	1 472	2 591	(592)	3 184	-537.3%	5 182
Cash/cash equivalents at the year begin:	4 061	4 061	4 061	1 247	1 247	1 247	-		4 061
Cash/cash equivalents at the year end:	1 247	2 876	4 061	2 719	3 838	654	3 184	485.6%	9 243

- Supporting Table F2 Entity Financial and non-financial indicators - M06 December

Description of financial indicator	Basis of calculation	Ref	2016/17	Current Year 2017/18			Full Year Forecast
			Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	
Borrowing Management							
Borrowing to Asset Ratio	Total Long-term Borrowing/ Total Assets		0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Interest & Depreciation /Operating Expenditure		2.2%	0.6%	0.0%	0.9%	0.6%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital							
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision/ Funds & Reserves		96.8%	10.4%	0.0%	73.8%	32.8%
Gearing	Long Term Borrowing/ Funds & Reserves						
Liquidity							
Current Ratio	Current assets/current liabilities		40.9%	982.2%	0.0%	109.1%	243.3%
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days		40.9%	982.2%	0.0%	109.1%	243.3%
Liquidity Ratio	Monetary Assets/Current Liabilities		20.9%	40.4%	0.0%	51.3%	114.4%
Revenue Management							
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		9.8%	28.9%	0.0%	42.4%	195.1%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old		0.0%	0.0%	0.0%	0.0%	0.0%
Creditors Management							
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))						
Funding of Provisions							
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions						
Other Indicators							
Electricity Distribution Losses	% Volume (Total units purchased + generated less total units sold)/Total units purchased + generated	1					
Water Distribution Losses	% Volume (Total units purchased + own source less total units sold)/Total units purchased + own source	2					
Employee costs	Employee costs/Total Revenue - capital revenue		36.4%	36.0%	0.0%	22.5%	36.0%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0.0%	0.0%
Interest & Depreciation	I&D/Total Revenue - capital revenue		1.7%	0.5%	0.0%	0.3%	0.5%
Financial viability indicators							
I. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year		0.0%	0.0%	0.0%	0.0%	0.0%
II. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services		0.0%	0.0%	0.0%	0.0%	0.0%
III. Cost coverage	(Available cash + investments)/monthly fixed operational expenditure		0.0%	0.0%	0.0%	0.0%	0.0%

References

1. Delete if not an electricity entity
2. Delete if not an water entity

Investments by maturity Name of Institution & Investment ID R thousands	Current Year 2017/18							
	Period of Investment	Type of Investment	Expiry date of Investment	Accrued Interest for the month	Yield %	Market value		
	Months					Begin	Change	End
ABSA Bank short term fixed deposit		Fixed deposit - ABSA		13267		3 540	177	3 717
Total investments				13		3 540		3 717



Quality Certificate

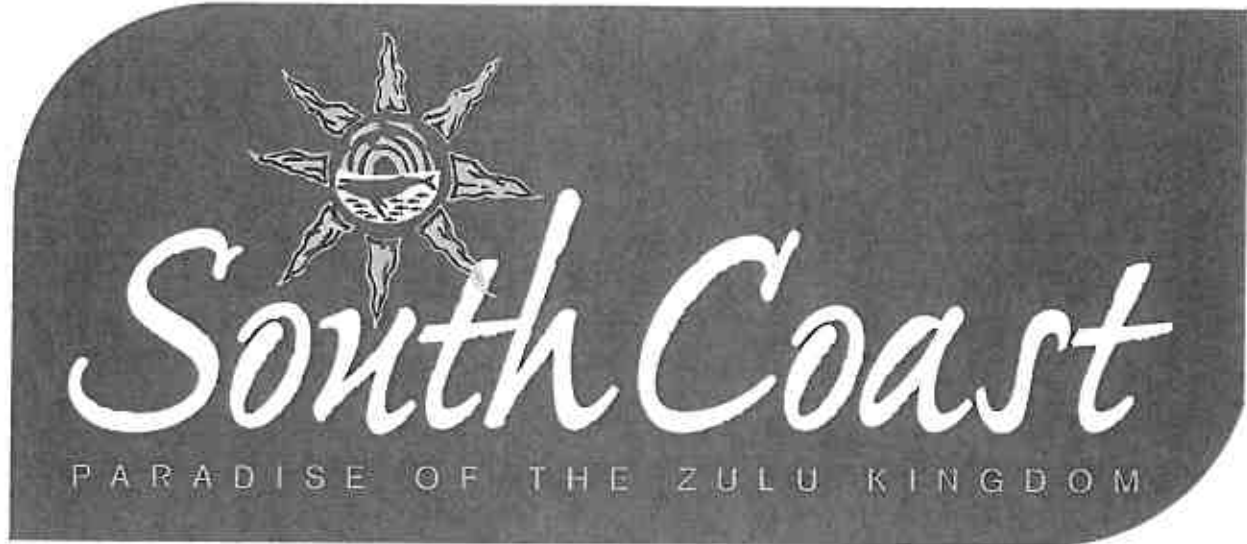
I Mandla Mabece, Chief Executive Officer of Ugu South Coast Development Agency, hereby certify that the Monthly Budget Statements for the month ended 31 December 2017, the Mid-Year Review Report and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act.

Print Name: M.N. MABECE
Chief Executive Officer

Signature: 

Date: 19 JANUARY 2018

UGU – SOUTH COAST TOURISM (PTY) LTD 2009/003419/07



Mid-Term Review

For The Period July 2017 to December 2017

Submission: January 2018

Prepared by:

Justin Mackrory- CEO
Deborah Ludick – GM: Finance & HR
Kay Robertson – GM: Marketing & Events
Mazethu Zondi – GM: Development

Approved: 18 January 2018

Contents

1. Introduction	3
2. Administration.....	3
<u>a. Grant income</u>	<u>5</u>
<u>b. Membership income</u>	<u>5</u>
<u>c. Sponsorship.....</u>	<u>5</u>
<u>d. Other Income.....</u>	<u>5</u>
<u>e. Expenditure to date</u>	<u>6</u>
<u>f. Mid Term Budget Adjustments: January 2017/2018.....</u>	<u>6</u>
3. Tourism Development.....	7
4. Marketing and Eventing	10
5. Conclusion	12
6. Addendums:.....	13
<u>i) Annexure A: Budget</u>	<u>13</u>
<u>ii) Annexure B: Mid – Term Performance Assessment</u>	<u>13</u>

1. Introduction

This Mid Term Review is based on the provisions and targets as contained within Ugu South Coast Tourism's (USCT) Tourism Strategy 2017-2021, associated Annual Plan and Quarterly performance outcomes.

This review is for the period July 2017 until the end of December 2017 and incorporating Quarters 1 and 2 for the 2017/2018 Financial Year.

This review will also include any budgetary adjustments which are required within the revised Annual Plan to be approved by USCT Board on 18 January 2018.

For ease of consultation, this Mid Term Review is reported on in terms of the entities strategic objectives set out in the Tourism Strategy, being:

- Strategic Objective 1: ***To ensure that the company operations are compliant with all regulatory frameworks***
- Strategic Objective 2: ***To Capacitate the company in terms of personnel in accordance with the organisational organogram***
- Strategic Objective 3: ***Sustain and develop operations of district wide Visitor Information Centres (VIC's)***
- Strategic Objective 4: ***Provide staff development***
- Strategic Objective 5: ***To contribute to the growth in the District tourism economy through visitor volume growth and the application of the Marketing Action Plan (MAP)***
- Strategic Objective 6: ***Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland***
- Strategic Objective 7: ***Establish and Sustain Stakeholder Communications***
- Strategic Objective 8: ***Ensure Effective Awareness of Socio-Economic Conditions through Tourism***
- Strategic Objective 9: ***Capacitate People for Sustaining Livelihoods through Tourism***
- Strategic Objective 10: ***Ensure participation in tourism management and ownership of tourism products by local communities***
- Strategic Objective 11: ***Develop unique and sustainable tourism products and events***
- Strategic Objective 12: ***Ensure that DM/LM coastal management/ development projects are activated***
- Strategic Objective 13: ***Create an enabling environment for tourism investment***
- Strategic Objective 14: ***Ensure that tourism support infrastructure is adequately provided and/or maintained***

2. Administration

Operationally, USCT has:

- Successfully applied the Municipal Standard Chart of Accounts system and consistently complied with all regulatory and reporting frameworks and within prescribed timeframes.
- Formed an integral part of inter-governmental forums such as Mayor and Municipal Mayor Forums and any ad hoc working groups related to Ugu SCT's mandate and linkages to services provided by other agencies such as Ugu DM and the Ugu South Coast Development Agency.
- Progressed to a point whereby the proposed District Film Office is at an Operations Business Plan for the unit will be prepared early in Quarter 3 in 2018.
- Concluded all management staff Performance Assessments save for the 2016/2017 Q4 which as usual needs to await outcomes of the annual audit by the Auditor General.
- In November 2017 the Auditor General announced a Clean Audit for the entity- this is the fourth such outcome in as many years.
- Maintained Visitor Information Centre services at Scottburgh, Shelley Beach, Margate, Hibberdene and Munster and extended the lease of offices at the Head Office in Port Shepstone.
- Commenced with extending our network of private information outlets with Pennington being the latest selected location.
- Renewed contractual arrangements with the Southern Explorer Association (SEA) and Wozani Africa in lieu of the South Coast Bike Fest for 2018.

- Reviewed the 2013-2017 Tourism Strategy which has been adjusted and now acts as our guiding resources until 2021. Each year the strategy will be reviewed to ensure that dynamics of change are addressed.
- Continued with VIC Supervisor meetings and Operations Management Meetings and ad hoc GM Meetings to ensure maximization of operational effectiveness,
- Retained representation on the KZN Provincial Tourism and Investment Committee (PTIC) and KZN Provincial Tourism Forum (PTF).
- With new municipal demarcations and elections that took place in 2016, added municipal responsibility in Ray Nkonyeni and Umdoni LMs has not detracted from our commitment to related Service Level Agreements however in the case of the former, their financial commitment to agreements with Ugu SCT have to date and worryingly not been honored.

11 Area Committees, fall within Ugu District with varying degrees of success. Our 11th committee for Umzumbe is a fully transformed committee that is being constantly assisted by Ugu SCT's development personnel to attain higher levels of local tourism management. Of concern is the moribund circumstance experienced at Scottburgh, Hibberdene and Southbroom. In these cases, the AGMs in early 2018 should create more proactive committees with well directed annual plans for their local areas.

Through the CEO/Area Committee Chairs Forum Ugu SCT has maintained the desired relationship between the public and private sector in terms of tourism and leisure. Of concern however has been that:

- At local level some Ward Councilors show little interest in matters tourism and this does affect the flow for local needs into municipal decision spheres.
- Officials generally have not attended these important meetings which compromises the vital channel of information needed to ensure that municipal and private sector issues are addressed. If the officials attended the meetings, certain portfolio committees would be better informed on tourism matters over and above reports that Ugu SCT sends to each partner municipality.
- SAPS Representatives do attend the meetings however not as regularly as wished.

Without doubt our main operational challenges hinge around:

- Formal and/or indicated financial commitments by municipalities and/or other government agencies who for unexplained reasons fail to either meet their obligations or provide definitive decisions. This is particularly evident in relation to Ugu SCT's South Coast Bike Fest and the Ray Nkonyeni Municipal grant.
- The PR and marketing damage resulting from continued disruptions to the provision of water to consumers as well as the water pollution to our lagoons and beaches. It needs to be stated that unless additional promotional resources are provided (e.g. via COGTA) the effectiveness of our already proactive and committed destination marketing will not have the desired effect. The future of the tourism economy in the Ugu District will be bleak unless the issues around water supply and sewerage contamination are promptly rectified.

Ugu SCT has continued to strive to meet all strategic targets within approved budgets and in that respect we are attaining a very high level of performance. The visitor services we provide from our multiple information outlets are generally very well received by the public and this is borne via visitor book comments evaluated during visits to the outlets by management.

Whilst certain Q1 and Q2 targets are lagging, it is anticipated that catch up will occur so that by the end of the financial year as close to a 100% attainment will accrue and that a good prospect of another clean audit will be evident.

To date and for this reporting period no fundamental concerns have been made concerning our operations save for monies due by the Ray Nkonyeni Municipality and the interest and capital due by the Ugu South Coast Development Agency in lieu of the loan for the Ifafa Industrial Park.

In conclusion, given that the economy is under duress and that tourism has been affected, operationally Ugu SCT has dealt with a stressful latter part of 2017 in as professional manner as possible and to that end appreciation should be extended to our partner municipalities, Board, Audit Committee and Ugu SCT personnel.

a. Grant income

Ugu District Municipality has allocated the amounts of R12 522 013 grant funding to the company for the financial year.

Grant funding from the Local Municipalities as follows:

Ray Nkonyeni Municipality	1 906 524
Umdoni Municipality	1 093 760
Umuziwabantu Municipality	357 644
Umzumbe Municipality.....	452 800
Ugu DM total	12 522 013
Local Municipality total.....	3 810 728
Total grant revenue.....	16 332 741

To date, the major grant debtors are Ray Nkonyeni Municipality who owe R1 906 524 (excl VAT) in lieu of the Annual Grant and R1 000 000 (excl VAT) for the South Coast Bike Fest 2017 and 2018 years' events. In addition, the Ugu SCDA owes R 238 535.96 in lieu of interest and capital totalling R4 238 535.96. It is expected that by year end both issues will be resolved in accordance with existing agreements.

b. Membership income

At present 501 members are registered with USCT and invoiced for payment. Debt collection actions have been implemented however payments have been sluggish and of concern.

The economic downturn has played its part in this however Ugu SCT continues to impress on tourism practitioners that they are compelled through the Provincial Tourism Act 2002 to be paid up members of an organisation such as Ugu SCT and a process has been activated by us on request from Edtea to report rogue enterprises and to also report them to the relevant local authority who will be in a position to assess the status of business licences and other authorisations.

Ugu SCT has determined to continue to ensure that memberships are compliant and to embrace emergent practitioners in that process.

In this financial year Ugu SCT did raise the annual membership fee to R570 (incl.VAT) which remains one of the least expensive in KZN province.

It is very encouraging that at this juncture, many new members are in emerging practitioners which augurs well in our transformation drive. Emerging members are given free membership for the first year, and then reviewed on an annual basis.

Membership Raised..... 250 693

c. Sponsorship

Total Revenue from Sponsors: Nil

Actual Expenditure of sponsorships: Nil

1. Our trade exchange with Cem Air, for no less than 26 return tickets to/from OR Tambo Airport continues and us a very useful arrangement in terms of our marketing and promotional activities.
2. We anticipate that in the latter half of the year certain other sponsorships will accrue however many corporates have rationalized their sponsorship spend.

For the time being investment in marketing events and development may in the short term be covered through prudently allocated internal resources.

d. Other Income

The entity earns from commission on ticket sales, interest and small information office projects.

Other income raised 426 697

e. Expenditure to date

Operational and administration expenditure 4 851 305
 Marketing expenditure: 1 861 286
 Developmental expenditure: 959 322
 Capital 70 137
 Total expenditure to date: 7 742 050

f. Mid Term Budget Adjustments: January 2017/2018

Mid Term Adjustments Budget : Income	Approved : 2017	Proposed Increase / (Decrease)	Adjusted 2017/18
Annual grant funding	16 144 056	188 685	16 332 741
SCBF – 2018 : Grant	3 166 667	(2 666 667)	500 000
Other income (incl. SCBF private funding)	2 222 917	1 222 142	3 445 058
Reserves to be utilised	999 999	521 017	1 521 016
Total	22 533 639	(734 824)	21 798 815

Mid Term Adjustment Budget : Expenditure	Approved : 2017	Proposed increase / (Decrease)	Adjusted 2017/18
Operations - General	3 067 029	(4 876)	3 062 151
Board fees	638 100	41 070	679 170
Salaries	6 962 822	-	6 962 822
SCBF / 2018	4 266 666	(856 869)	3 409 797
Marketing	3 716 847	29 314	3 746 161
Development	3 716 847	29 314	3 746 161
Capital	165 329	19 917	185 246
Total	22 533 639	(742 131)	21 791 507

The above summary is the key component adjustments – the fully revised budget is contained within Annexure A.

Based on implementation trends for quarters 1 and 2, anticipated cost consumption for quarters 3 and 4, and the adjustment in the organisational structure, adjustments as submitted are considered necessary.

3. Tourism Development

Ugu SCT's tourism development function and within the 2017-2021 Tourism Strategy is remains towards the transformation and enhancement of:

- **People** within the context of:
 - Capacity building and empowerment.
 - Inclusion and fusion from an informal tourism economy into the main stream tourism sector.
 - Awareness of the tourism industry, host community engagement with tourists and prospects for employment.
 - Socio-economic beneficiation through tourism within rural and hinterland areas and within each of our constituent municipal areas.
- **Product** in relation to:
 - Demand rather than supply driven needs and within a principle of feasibility and sustainability.
 - Ownership and/or equity prospects within emergent practitioner groups.
 - Value adding from an experiential perspective.
 - Integrated Development Planning (IDP) priorities at District and Local Municipality levels.
 - Collation of product development potentials into a routed coastal and hinterland trails network.
 - Compliance with regulations and accepted standards and practices.
- **Place** from a position of:
 - Tourism support infrastructure.
 - Destination and/or attraction footprints.
 - Accessibility and consumer comfort perspectives.
 - Urban and peri urban aesthetics.

The developmental progressions for the entity for the first and second quarters referenced in the Strategic Objectives of the entity. Please refer to the Addendum B of the report for elements not achieved and proposed corrective measures.

Strategic Objective 6: *Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland*

Key developmental programmes and projects within this objective in Q1 and Q2 are:

- Host or supported local initiated events (sampling)
 - Umgubho Wezintombi Maidens Ceremony (RNM)
 - Ingeli Show (Umuziwabantu LM)
 - Ugu Film Festival (Ray Nkonyeni LM)
 - Amakhono Arts Culture and Heritage Festival (RNM)
- Institute planning for new events
 - The conceptualized events relating to two step dance and youth sport.

Strategic Objective 7: *Establish and Sustain Stakeholder Communications*

Key developmental programmes and projects within this objective are:

- Area Committee engagements
- Intergovernmental relations
- District engagement
- Membership communications

These are generally achieved via Ugu SCT attending IDP forums, LED forums, PTIC and PTF meetings and Portfolio Committee reports.

As part of the broadening of the communications link we have also engaged with traditional leadership in areas where our tourism precinct plans are being activated. To this end, Nkosi Xolo has been appointed to the Ugu SCT Board via the Ugu House of Traditional Leadership. Strategic Objective 8: ***Ensure Effective Awareness of Socio-Economic Conditions through Tourism***

Key developmental programmes and projects within this objective for Q1 and Q2 are as samples:

- Implementation of the Tourism Awareness Programme (TAP)
 - Facilitated existing and emerging practitioner attendance at the Tourism Business Transformation Workshop in Margate.
 - Community information programmes on Ugu Youth Radio and Radio Sunny South.
- Schools/student information sessions
 - 9 Schools visits in all LM areas of the district which will increase to 28 by year end.
- Presentations to prospective tourism practitioners
 - 6 Sessions occurred which exceeds midyear target.
- Schools and or Tertiary Tours
 - Conducted 6 tours of our destination for rural schools throughout the district.

The MoU with Esayidi TVET College was formalised with their students benefiting from the arrangement via inclusion in tours, attendance of tourism related events, internships and placement for work experience.

Strategic Objective 9: *Capacitate People for Sustaining Livelihoods through Tourism*

Key developmental programmes and projects within this objective (sampling) are:

- Mentorship and Skills development training- 6 events were conducted and based on:
 - A skills audit concluded.
 - The skills focus spheres relating to craft, catering and first aid training.
 - Capacity building in business management– Umzumbe Area Committee.
 - Seed to Tree- business training for prison inmates,
 - Guest relations and customer service workshops
- Emerging enterprise participation at events- 13 opportunities for commercial opportunity were afforded to enterprises and a sampling includes:
 - Ingeli Show.
 - Fol Music Festival.
 - Royal Show
 - KZN Outdoor Travel Expo
 - Ingeli Show
 - Mall activations at Hibiscus, South Coast and Scottburgh Malls
 - Ramsgate Literary Festival
- Tourism Graduate support
 - 11 Interns have been retained within our operational structures and VICs and access to CVs on our databases have been made available to the tourism sector in the district. Furthermore 4 previously deployed interns are being utilized as casuals on an ad hoc basis.
 - Ugu SCT facilitated the placement of a further 65 graduates from the TVET College as subsidized interns in the tourism sector.
- Free advertising support to emerging businesses
 - Sponsored 20 developmental adverts in the Southern Explorer Route Guide.

Strategic Objective 10: *Ensure participation in tourism management and ownership of tourism products by local communities*

Key developmental programmes and projects within this objective are:

- PDI representation of local area committees which is an ongoing objective now sits at 13 which following from 2018 AGMs is expected to increase to a target of a minimum of 22 by year end. It is also probable that a further fully BEE Area Committees in rural areas will be established.
- 7 Emergent product feasibility studies have been undertaken to assist SMMEs which will increase now that 2 rural precinct plans have been concluded and new products are identified in our Great Drives Out initiative.

Strategic Objective 11: *Develop unique and sustainable tourism products and events*

Key developmental programmes and projects within this objective are:

- Multi Trails project has been activated via the Umzumbe River Trail which has been mandated to the Ugu South Coast Development Agency via a MoU. Presently funding remains a developmental challenge however further route planning is in progress to assess if in situ infrastructure can be developed as an initial phase. An updated implementation business plan was prepared by the USCTDA.
- Product development: Kwa Xolo Caves- on going- Ugu SCT has committed funds for the development of a new access walkway and an updated operations business plan provided. It is envisaged that a first phase launch will occur towards mid-year 2018.
- Product development: Ntelezi Msani- Phase 1 has been completed and USCT awaits Phase 2 input requirement from Umzumbe LM and via the local steering committee
- Product development- precinct plans for Kwa Nzimakwe and Nyandezulu have been completed and the implementation phase will commence in Quarter 3.
- Product audit- the field work for the Umuziwabantu area has been conducted with related advisories being presented early in 2018.

Strategic Objective 12: *Ensure that DM/LM coastal management/ development projects are activated*

Key developmental programmes and projects within this objective:

- Beach product development and upgrades
 - USCT Area Committees conducted its annual beach facilities inspection reports which in instances seem to have been addressed by local municipalities. Examples of which include Scottburgh beach precinct upgrade, Southport infrastructure, Margate Promenade, Olympic Pool, Whale Deck and riverside beach club.

Strategic Objective 13: *Create an enabling environment for tourism investment*

Ugu SCT has a firm relationship with the Ugu South Coast Development Agency via a MoU and in terms of tourism has:

- Updated a tourism investment portfolio on a quarterly basis in order to:
 - Highlight developmental projects undertaken by Ugu SCT.
 - Present opportunity in both the private and public sector and relating to all LM areas.
 - Add value to localized interest within the proposed Indi Atlantic Tourism Route and outcomes from Operation Phakisa.

Strategic Objective 14: *Ensure that tourism support infrastructure is adequately provided and/or maintained*

Key developmental programmes and projects within this objective are:

- Partnership with stakeholders for infrastructure support
 - Relocated the bird hide to Impenjati Nature Reserve.
 - Committed resources for a visitor walkway at Kwa Xolo.
 - Allocated monies towards seating at the Margate Whale Deck.
 - Repaired the info lapha at St Michaels Beach.
 - Completed the installation of 12 static info laphas throughout the district.
 - Upgrades to information walls at Oribi Gorge.

- Walkway repair at Banana Beach.
- Walkway ramp at Ramsgate Whale Deck.
- Leisure Bay education boards.
- Launch site at Shelley beach.

Most mid-term developmental targets have been achieved or bettered and in that I am satisfied that our existing actions are as per quarterly schedules and that by the end of this financial year all our strategic objectives will be fully realised.

Initially a number of actions will include aspects of the implementation of our rural precinct plans and to focus on areas designated for inclusion in our rural tourism brand called Great Drives Out which has already commenced in presentation within the Southern Explorer Route Guide and branded within initial roadside signage in Kwa Nzimakwe.

I am pleased that our development programmes have new impetus which has extracted positive comment from communities, government departments and the office of the MEC.

4. Marketing and Eventing

Destination promotion, marketing communications and eventing are seen as pivotal for new levels of South Coast brand awareness and subsequent consumer and media support.

For quarters 1 and 2, the following sampled highlights indicate the actions undertaken. Please refer to the Addendum B of the report for elements not achieved and corrective measures.

Strategic Objective 5: *To contribute to the growth in the District tourism economy through visitor volume growth and the application of the Marketing Action Plan (MAP)*

Key marketing programmes and projects within this objective are:

- The Marketing Action Plan was revised with a new focus on contemporary communications channels.
- South Coast Brand and slogan consistency has been retained at required percentages however it may soon be required to a brand review to sustain brand vibrancy within marketing collateral.
- Event and promotional activity continued to high levels which included this sampling of:
 - Gauteng Getaway Show
 - Gauteng Outdoor and Travel Show
 - KZN Travel and Adventure Show in Durban
 - South Coast Lions Show
 - South Coast MTB Series (4)
 - Varsity Rugby 7s
 - Teddy Bear Picnic at Scottburgh
 - World Junior Golf Championship
 - Mayor's Welcome Roadblock
 - Matat 2 Pont Enduro Event
 - KZN is Summer Launch
 - Ingeli Show
 - Tourism Awards Evening 2017
 - Portuguese Mariners Festival
 - International Polocrosse Tournament at Oribi Gorge
 - Sardine Season Programme- district wide
 - Summer Season and Spring Beach activations
 - Ramsgate Book & Art Festival
 - MTB Series – including Lake Eland and Wild Coast Sun
 - Shelly Beach Skiboat Festival
 - Shelly Beach Shopaholic campaign
 - UGU Seniors Tennis Tournament

Ugu SCT has maintained a high level of event support which renders our destination as one of the most proactive event locations in KZN.

Furthermore we have:

- Sustained our distribution of the official Tourism route Guide- the Southern Explorer since the delivery of a second print run towards the end of 2017.
- 89 Video/Images has bettered target and with our video now on stream our visual property stock is promising in terms of preparation of marketing messages and tools.
- Free media exposure continues to exceed target and results suggest an impressive 146 outcomes and our targets on own generated release of 20 have been met.
- 5 Promotional billboards have been sourced.
- Media placements have been very active with no less than 39 strategic inserts amongst others:
 - Fever and Herald – Sardine Festival and Summer Season Programmes.
 - What Where & When- official TKZN guide
 - Travel Ideas
 - Rock Surf and Deep
 - Moja Heritage Directory
 - Best of KZN
 - Kamp en Leef
 - E Howzit
 - Financial Mail
 - Cemair in flight magazine
 - Mid South Coast Mail
 - Ezasekahlaleni

International- of the 4 recorded some include:

- Top Performing Magazine
- ABTA Golf Directory
- RSD African Angling Guide
- Meetings Industry Guide

Our advertising inserts have been selectively placed and based on niche and market segment analysis within our 2017-2021 Tourism Strategy. Furthermore, Ugu SCT has

- Generated 20 Media press releases were released and for South Coast Bike Week 2017 a post event quantification realized some R15 million of publicity for our destination.
- Television exposure was realized from not less than 16 broadcasts.
- Radio exposure – 10 national and regional were realized from:
 - Radio Jacaranda
 - Radio Pretoria
 - East Coast Radio
 - SA FM
 - Vuma FM
- Local Community Radio retainers have been continued for Ugu Youth Radio and Radio Sunny South with 18 programmed broadcasts.
- Familiarisation trips have continued for the tourism trade and media with 4 tours organized and also some support for TKZN initiated tours.
- Members newsletters, newswatches, and CEO communications have been distributed in accordance with target.
- 4 Staff product awareness tours were arranged.
- Visitor Perception studies were concluded following from South Coast Bike Fest.

Strategic Objective 6: *Utilise Events as a Conduit for Profiling the South Coast and Contribution to Visitor Volume Growth: The hosting and presentation of events in conjunction with South Coast stakeholders and/or third party entities directly or through facilitation will be a fundamental thrust for the South Coast and hinterland*

Key marketing programmes and projects within this objective and applied are:

- Seasonal events programmes have been presented as per contract with Wozani Africa with associated reports for such activations noted by Board.
- Ad hoc events support as per listings already cited in this report.
- The South Coast Bike Fest for 2018 is in planning phase which is expected to realize in excess of 60 000 attendees in 2018.

Going forward, our events programmes will due to budget constraints and limitations of MSCOA need to be finite in support and based on return on investment, media/publicity exposure and sustainability. There will be instances whereby certain events supported will no longer receive funding so that key events can grow and new events be accommodated within budget allocations.

5. Conclusion

Overall Ugu SCT can submit that at this mid-term most of our Strategic Objectives are on track to be achieved by year end.

Our challenge is to remain focused on tasks at hand and through a professional approach not be distracted by expected actions that are peripheral to our key mandates.

Based on the performance attainments as per Annexure B, 85% were bettered or achieved which at this point is an acceptable outcome.

We have to recognise that it is very likely that further government budget cuts are on the near horizon and as such we have to perform our role in as practical and cost efficient manner as possible if we are to stretch each outlay to its fullest.

This will require cohesion and cooperation not only by our own personnel but also the stakeholders with whom we engage on a regular basis. This is going to be especially applicable in our challenge to return to tourism growth following from reputation damage following from a year of water supply disruptions.

It is possible that for the present annual plan some of our targets may be under or over stated which will require adjustment when conducting forward planning for the 2018/2019 financial year.

This half year has been very much time-funds- work volume pressured however even under such, I am satisfied that our organisation has the resilience to keep to the high standards we have established in prior years.

Based on this submission, I hereby request that USCT's Mid Term Adjustment Budget and Report be approved by Board for subsequent submission to Ugu District Municipality as parent.

JUSTIN MACKRORY
Chief Executive Officer
18 January 2018

6. Addendums:

- i) **Annexure A: Budget**
- ii) **Annexure B: Mid – Term Performance Assessment**

	2017 / 2018 Approved budget	Actual to December 2017	Estimate to June 2018	Proposed Increase / Decrease	2017 / 2018 Adjusted Budget: Approved 18 Jan 2018	% Increase (Decrease) on Original 2018
INCOME						
1.25 Membership subscriptions	251 272	250 693	6 250	5 671	256 943	2%
1.25 Commissions - Bus	182 955	74 695	74 695	-33 566	149 389	
1.25 Office Projects / Sales / Tourism Awards	25 835	27 621	22 000	23 786	49 621	82%
1.25 Info Kiosks	50 000	0	18 000	-32 000	18 000	-64%
1.25 Interest Received	612 854	324 381	320 473	32 000	644 854	5%
1.25 Branding recovery	0	0	0	0	0	
Operational Grants :	0	0	0	0	0	
1.24 - Ugu DM	12 522 013	6 261 007	6 261 007	-0	12 522 013	
1.24 - RNM (R119 159)	2 025 683	1 906 524	0	-119 159	1 806 524	
1.24 - Umdoni	785 916	1 093 760	0	307 844	1 093 760	
1.24 - Umzumbe	452 800	452 800	0	-0	452 800	
1.24 - Umuzwebantu	357 644	357 644	0	0	357 644	
1.24 - EZN EDTEA (SCBF)	2 668 667	0	0	-2 668 667	0	
1.24 - RNM (SCBF)	500 000	500 000	0	0	500 000	
1.24 - Corporates / Staff Income(SCBF)	1 100 000	108 000	2 208 251	1 216 251	2 316 251	
Corporate Sponsorship	0	0	0	0	0	
TOTAL INCOME	21 533 640	11 357 125	8 910 675	-1 265 840	20 267 800	0
BOARD MEMBERS SALARIES AND ALLOWANCES						
1.26 Basic	597 938	218 887	415 414	36 363	634 301	6%
1.26 Travel reimbursement - Motor Vehicle	34 183	1 988	36 538	4 343	38 526	13%
1.26 Contribution - Skills Development Levy	5 979	4 520	1 823	364	6 343	6%
TOTAL BOARD MEMBERS SALARIES	638 100	225 395	453 774	41 070	679 170	0
SALARIES AND ALLOWANCES						
Basic	5 467 829	2 208 829	3 221 242	-37 758	5 430 071	-1%
Bonus	507 227	0	466 188	-41 039	466 188	-8%
Allowance - Standby	0	0	0	0	0	
Overtime	234 300	78 129	225 736	69 566	303 865	30%
Allowance - Long Service	0	0	0	0	0	
Housing/Rental Subsidy	22 908	3 474	29 434	10 000	32 908	44%
Company Secretary	0	0	0	0	0	
Allowance - Telephone	R64 908	88 908	48 999	-4 552	84 356	-5%
Allowance - Acting	0	0	0	0	0	
Legal	0	0	0	0	0	
Contribution - Pension Contribution	193 602	84 433	120 977	11 808	205 410	6%
Leave Encashed	0	0	0	0	0	
Contribution - Medical Aid	293 159	128 670	173 542	9 053	302 212	3%
Contribution - UIF	30 773	11 409	17 148	-2 216	28 557	-7%
Contribution - Skills Development Levy	70 123	19 819	39 143	-11 160	58 963	-16%
December payroll: Unallocated	0	625 659	-625 659	0	0	
Casual staff	53 993	0	50 292	-3 701	50 292	-7%
TOTAL SALARIES AND ALLOWANCES	6 962 822	3 195 778	3 767 043	-0	6 962 822	0
GENERAL EXPENSES						
Advertising : Tenders	40 000	26 107	13 894	0	40 000	0%
Advertising : Vacancies	60 000	0	60 000	0	60 000	0%
1.14 Audit Fee (AG)	293 600	325 004	46 404	77 807	371 407	27%
1.3 Audit Committee & Shared Services	127 454	34 489	50 000	-42 965	84 489	-34%
Bank Charges	70 039	41 561	45 000	16 522	86 561	24%
Cleaning - offices	24 835	10 332	14 502	-0	24 834	0%
Cancelled membership	13 470	0	13 470	0	13 470	0%
Conferences: Travel / Accom / Entrance fees	98 254	11 323	86 931	-0	98 254	0%
Electricity	111 248	57 523	53 724	-0	111 247	0%
Delivery Fees	5 513	0	5 513	1	5 513	0%
Legal Fees	39 797	8 355	31 442	0	39 797	0%
Loss on scrapping of FA	7 875	0	40 000	32 125	40 000	408%
Membership Expenses	74 275	40 651	33 624	0	74 275	0%
Insurances	55 610	45 521	10 090	0	55 611	0%
Postage - General	634	10	625	0	635	0%
Professional Fees	63 552	63 552	0	-0	63 552	0%
Printing & Stationery	93 027	44 269	48 757	-0	93 026	0%
Refreshments & In house meetings	57 852	20 695	37 157	-0	57 852	0%
Rent : Offices	594 733	340 863	260 000	5 930	600 663	1%
Rent : Equipment	26 394	7 980	11 970	-6 444	19 950	-24%
Rent : Internet (data)	0	0	0	0	0	
Rent : Website hosting	56 805	0	0	-56 805	0	-100%
4.1 Staff Training	80 383	0	80 383	0	80 383	0%
Subscriptions	13 570	7 126	6 444	0	13 570	0%
Telephones	275 476	106 492	168 984	0	275 476	0%
Staff Travel reimbursement	108 721	51 658	57 063	-0	108 721	0%
Uniform/Protective Clothing	59 787	-17	40 017	-19 787	40 000	-33%
Workman's Compensation	36 750	0	50 000	13 250	50 000	36%
TOTAL GENERAL EXPENSES	2 489 654	1 243 294	1 285 983	19 634	2 509 287	3
CONTRACTED SERVICES						
Security Services	42 935	25 277	21 666	4 009	46 943	9%
Security - Alarm Monitoring System	0	0	0	0	0	
TOTAL CONTRACTED SERVICES	42 935	25 277	21 666	4 009	46 943	0
COLLECTION COSTS						
Collection Costs	0	0	0	0	0	
TOTAL COLLECTION COSTS	0	0	0	0	0	0
INTEREST EXPENSE						
Interest	500	0	500	0	500	
TOTAL INTEREST EXPENSE	500	0	500	0	500	0

	2017 / 2018 Approved budget	Actual to December 2017	Estimate: to June 2018	Proposed Increase / Decrease	2017 / 2018 Adjusted Budget: Approved 18 Jan 2018	% Increase (Decrease) on Original 2018
DEPRECIATION						
Current assets depreciation	224 700	104 380	120 320	0	224 700	0
New Assets Depreciation					0	
TOTAL DEPRECIATION	224 700	104 380	120 320	0	224 700	0%
WORKING CAPITAL						
Doubtful Debts Provision	0	0	0	0	0	
Leave Reserve					0	
TOTAL WORKING CAPITAL	0	0	0	0	0	
REPAIRS AND MAINTENANCE						
Buildings & Structures	60 870	12 352	20 000	-28 518	32 352	-47%
Airconditioners	2 100		2 100	0	2 100	0%
Electrical	3 885		3 885	0	3 885	0%
Plumbing	1 000		1 000	0	1 000	0%
Computer Equipment : Software	38 426	11 150	27 276	-0	38 426	0%
Furniture & Fittings - Repairs	13 842	2 162	11 681	0	13 843	0%
Signage	138 750	17 292	121 458	-1	138 750	0%
Garden	3 382		3 382	-0	3 382	0%
Vehicle				0	0	
: Fuel	42 604	13 745	28 859	-0	42 604	0%
: Licensing	1 500		1 500	0	1 500	0%
: Wash	2 880	480	2 400	0	2 880	0%
TOTAL REPAIR & MAINTENANCE	308 240	57 180	223 541	-28 519	280 721	-0
Total Administrative Expenditure	10 667 950.21	4 851 305.74	5 852 837.30	36 192.82	10 704 143.04	
Balance available for Marketing & Development 50/50 EXCL SCBF	10 865 689	6 505 619	3 057 838	-1 302 033	9 563 657	
MARKETING EXPENDITURE						
5.3 Branding & Promo Items	142 600	71 837	70 763	-0	142 600	0%
5.3 Promotional Items				0	0	
5.4 Brochures (SEA)	266 007	127 193	169 375	30 561	296 568	11%
5.5 Image library	50 000	4 200	45 800	0	50 000	0%
5.6 Video Library	50 000		50 000	0	50 000	0%
5.34 Website relaunch	250 000	30 779	219 221	0	250 000	0%
5.15 Adv: Publications (International inserts)	184 800	36 955	178 045	30 200	215 000	16%
5.14 Adv: Print & Online Inserts	369 600	253 539	344 061	228 000	597 600	62%
5.16 Adv: Billboards	70 000	2 975	43 025	-24 000	46 000	-34%
5.12 Paid Radio / TV	61 600	16 675	44 925	0	61 600	0%
5.19 Trade & Consumer Shows & Mail Activations + DEV	205 993	138 453	284 056	216 516	422 509	105%
5.20/21/22 Media Educationals	159 814	26 876	23 124	-109 814	50 000	-69%
5.23/24/25/26 Newsletters & design	27 720	4 500	23 220	0	27 720	0%
6.1 Seasonal Beach Entertainment Program	498 713	243 275	255 438	-0	498 713	0%
6.2 International event: TBC - need 2 (SAWO / Race the Wild Coast)	100 000		50 000	-50 000	50 000	-50%
6.2 International: SCBF Sponsored	4 266 666		2 809 797	-1 456 869	2 809 797	-34%
6.2 International: SCBF - USCT	500 000	706 178	393 822	600 000	1 100 000	120%
6.2 ME : Sardine Festival	150 000	15 000	135 000	0	150 000	0%
6.3 SA Events - MTB Series	150 000	150 000		0	150 000	0%
6.3 SA Events - Lake Eland Mile (CXD)	50 000		0	-50 000	0	-100%
6.3 SA - Netball (tbc)	50 000		50 000	-20 000	30 000	-40%
6.3 SA - Pool (tbc)	50 000		50 000	-20 000	30 000	-40%
6.3 SA - KZN Senior Tennis	50 000	5 000	50 000	-15 000	35 000	-50%
6.3 SA - Adhoc (1) - Santana Rugby 7's	30 000	25 000		-5 000	25 000	-17%
6.3 SA - Rib Coast Challenge (support)	50 000		0	-20 000	30 000	-100%
6.3 SA Bowls Fest (CXD)	100 000		0	-100 000	0	-100%
6.3 SA - Matat 2 Pont (M&D)	20 000	25 000		-3 070	21 930	-12%
6.3 SA - Hockey (tbc) (M&D)	25 000		25 000	0	25 000	0%
6.3 SA - Lake Eland Enduro	30 000		30 000	0	30 000	0%
6.3 SA - Kids Golf (CXD)	30 000		0	-30 000	0	-100%
6.4 District events				0	0	
Dezzie (CXD)	15 000		0	-15 000	0	-100%
Mardi Gras	15 000	15 000		0	15 000	0%
SC Grooms Compo	15 000		15 000	0	15 000	0%
Ramsgate Literacy Fest (support)	15 000		0	-15 000	0	-100%
Scottburgh Beach Festival	15 000		15 000	0	15 000	0%
Shoreline Challenge	15 000	11 535		-3 465	11 535	-23%
Mayors Golf	0	4 386		4 386	4 386	
TOTAL MARKETING EXPENDITURE	7 983 513	1 861 286	5 294 672	-827 553	7 155 958	-10%
DEVELOPMENT EXPENDITURE						
5.3 Promotional Items + MKT	100 000	62 324	37 676	0	100 000	0%
5.13 Local community raldo : RSS / Ugu Youth	66 150	16 669	49 481	-0	66 150	0%
5.34 Website relaunch + Mkt	150 000		150 000	0	150 000	0%
5.19 Shows - Development + MKT	200 000		297 079	97 079	297 079	49%
5.30 Research reports	60 000	12 044	5 000	-42 956	17 044	-72%
6.3 SA : Matat 2 Pont	25 000	21 000		-3 070	21 930	-12%
6.3 SA Hockey (tbc)	25 000		25 000	0	25 000	0%
6.4 DE : Participant sport Events - District Events Ad hoc	70 000		70 000	0	70 000	0%
6.4 DE : Lions Show	80 000	70 553		-9 447	70 553	-12%
6.5 DE : Umuzwabantu Show	100 000	100 000		0	100 000	0%
6.5 DE : Maiden Ceremony	50 000	52 554		12 554	52 554	31%
6.5 DE : Umzumbelwivane Ushaka / Time Travel	35 000		35 000	0	35 000	0%
6.5 DE : Vuzamhelo (TBC) Awareness : Tourism month	37 290		37 290	0	37 290	0%
6.5 DE : Summer Music Festival - Turton Beach	50 000	40 000	40 000	-50 000	0	-100%
6.5 DE : Amakhono arts	40 000	38 863		-1 147	38 863	-3%
6.5 DE : Orchid Show	10 000	10 000		10 000	10 000	

P130

UGU SOUTH COAST TOURISM
2017 / 2018 Budget Adopted 25 May 2017

APPROVED : 18.01.2018
ANNEXURE A

	2017 / 2018 Approved budget	Actual to December 2017	Estimate to June 2018	Proposed Increase / Decrease	2017 / 2018 Adjusted Budget: Approved 18 Jan 2018	% increase (Decrease) on Original 2018
6.5 DE : Life Star - Hip Hop		5 000		5 000	5 000	
6.5 DE : Ugu Film Festival		50 000	60 000	0	50 000	0%
7.4 Sub-Committee funding (12) R360 000						
: Ezinqoleni	30 000	431	29 569	0	30 000	0%
: Hibberdene	30 000	1 250	28 750	0	30 000	0%
: Margate	30 000	3 632	26 368	0	30 000	0%
: Munster	30 000		30 000	0	30 000	0%
: Ramsgate	30 000	24 677	5 323	0	30 000	0%
: Pennington	30 000	1 270	28 730	0	30 000	0%
: Port Shepstone	30 000	18 080	11 920	0	30 000	0%
: Shelly Beach	30 000		30 000	0	30 000	0%
: Southbroom	30 000		30 000	0	30 000	0%
: Umdoni	30 000		30 000	0	30 000	0%
: Umuzwabantu	30 000		30 000	0	30 000	0%
: Umzumba	30 000	6 458	23 542	0	30 000	0%
8.4 SMME Updated presentations	100 000	4 540	95 460	0	100 000	0%
8.2 /8.3 Training : Schools Project	240 000	56 101	183 899	-	240 000	0%
9.1 Training : Capacity building training & SMME	420 000	75 836	344 164	0	420 000	0%
9.3 Training : Cadet program	342 400	158 751	183 649	0	342 400	0%
9.4 Development Adverts : Brochure Southern Explorer	266 007	127 193	169 238	30 424	296 431	11%
9.6 Scholarship	30 000		30 000	0	30 000	0%
11.1 D Project : Umzumba River Trails	500 000		500 000	0	500 000	0%
11.2 D project : KwaXolo Cave Route Development	50 000		50 000	0	50 000	0%
11.3 D Project : Ntelezi Msanj Memorial Project	50 000		50 000	0	50 000	0%
11.4.1 D Project : Kwa Nzimakwe	50 000	299	49 701	0	50 000	0%
11.5.1 D Project : Nyandazulu	50 000		50 000	0	50 000	0%
11.6.1 D Project : Oribi/Paddock	50 000		50 000	0	50 000	0%
11.7.1 D Project : Gamalakhe	50 000		50 000	0	50 000	0%
D Project : Adhoc development initiatives	0			0	0	
11.8 D Product Audit : Harding	30 000	877	5 000	-24 123	5 877	-80%
Mentorships (Catering)			5 000	5 000	5 000	
To split development				0	0	
				0	0	
TOTAL DEVELOPMENT EXPENDITURE	3 716 847	959 322	2 786 339	29 314	3 746 151	1%
TOTAL OPERATIONAL BUDGET	22 388 310	7 671 913	13 834 348	-762 048	21 606 262	-3%
Surplus to 31 December 2017		3 685 211				
CAPITAL EXPENSES						
Offices / Info Kiosks	0			0	0	
1.23 Office Furniture, Fittings and Equipment	63 000	4 998	58 002	0	63 000	0%
1.23 Computer	80 408	32 807	32 807	-14 794	65 614	-18%
1.23 Intangibles	21 921	12 632	20 000	10 711	32 632	49%
Signage	0	19 700	4 300	24 000	24 000	
Vehicles (1)	0			0	0	
Total Capital Expenditure	165 329	70 137	115 109	19 917	185 246	0
Balancing amount prior years Surplus utilised	989 999	-3 615 074	5 138 783	523 709	1 523 708	-0
TOTAL ANNUAL BUDGET	22 533 639	7 742 650	14 048 458	-742 131	21 791 508	-3%

YEAR UNDER REVIEW 2017/2018																					
S/O #	KPA #	Uluwatu IDP Ref	PROGRAMME	PROJECT	KPI	2017		ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	Mid Year Target	ACTUAL	Mid Term Review Progress, Challenges & Remedial				DS	CA	BUDGET			
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT					Achieved / Not Achieved	Deadlines / Challenges	Remedial or Improve Performance	Review/ Remedial action to be taken			TARGET	TARGET	ANNUAL BUDGET	OWNER
S/O 1.1	KPA 5: Municipal Transformation & Institutional Development	IDP 5.1	Enterprise Risk Management & Compliance	Comprehensive Risk Register	Completed Risk Register by deadline	30-Nov-15	02-Oct-15	21-Oct-17	24-Aug-17	30-Oct-17	24-Aug-17	ACHIEVED	-	-	-	NA	NA	Op. Task	GM: Fin & HR // CEO	Register adopted by Board by date	
S/O 1.2			Risk Management Policy	Risk Policy review	Reviewed Risk Management Policy by deadline	30-Oct-15	01-Oct-15	31-Oct-17	05-Oct-17	31-Oct-17	05-Oct-17	ACHIEVED	-	-	-	NA	NA	Op. Task	GM: Fin & HR // CEO	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	-	-	-	100%	100%	84 400	CEO // GM: Fin & HR / GM: M&E / GM: Dev	Corrective action communication / Acknowledgement to Audit Committee	
S/O 1.4			10-year Annual Performance Plan Revision - 2018 - 2022 Tourism Strategy	Annual Performance Plan / Operational forecast revision	Revised forecast by deadline	30-Nov-15	14-Nov-16	31-Dec-17	-	31-Dec-17	-	NOT ACHIEVED	Unable to secure a suitable date for all stakeholders to attend	Review to be done to future in Q3	30-Mar-18	NA	NA	Op. Task	CEO // GM: Fin & HR / GM: M&E / GM: Dev	Performance Plan approved by Board by date	
S/O 1.5			Performance Management Systems (PMS)	Q1 & 3 verbal Half-year and Annual performance appraisals	Percentage Individual Performance Management Systems implemented for SSF Managers	Quarter specific: Annual by end January 2016	Quarter specific: Annual by end January 2016	1	100%	100%	100%	ACHIEVED	-	-	-	100%	100%	-	CEO // GM: Fin & HR / GM: M&E / GM: Dev	Record of evaluations completed and proof of dates	
S/O 1.6	KPA 5: Good Governance & Public Participation	IDP 5.2	Stakeholder and Area Committee Participation via CEO's Forum	Needs documentation for 2017/2018 adjusted budget, 2018/2019 budget and annual PMS tools	Number of presentations to CEO Forum	2	3	2	1	-	1	ACHIEVED	-	-	-	NA	NA	Op. Task	CEO // GM: Fin & HR / GM: M&E / GM: Dev	CEO Forum minutes and dates	
S/O 1.7			Annual PMS Tool- Public Accountability	Annual PMS Tools integration to entity's website	Website appearance of 10-year review of annual performance plan by deadline	31-Jul-15	27-Jul-15	31-Aug-17	17-Jul-17	-	31-Aug-17	17-Jul-17	ACHIEVED	-	-	-	NA	NA	Op. Task	GM: Fin & HR // CEO	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-15	01-Oct-15	31-Dec-17	05-Oct-17	31-Dec-17	05-Oct-17	ACHIEVED	-	-	-	NA	NA	Op. Task	GM: Fin & HR // CEO	IT Policy reviewed by Board by date	
S/O 1.9			Municipal Entity Website	Highlighted SCM services publication	Percentage potential notifications actually uploaded to website	100%	100%	100%	100%	100%	100%	ACHIEVED	-	-	-	100%	100%	-	GM: Fin & HR // CEO	Instruction issued to service providers to enhance of updates	
S/O 1.10			S&P Financial Reporting	Monthly financial report production	Number of Monthly reports by deadline	12	12	12	8	6	6	ACHIEVED	-	-	-	3	3	-	GM: Fin & HR // CEO	Reports and proof of submission dates to Parent and Treasury	
S/O 1.11	LED 12	IDP 12.1	P&L Reporting	Quarterly performance report production	Quarterly reports by deadline	4	4	4	2	2	2	ACHIEVED	-	-	-	1	1	Op. Task	CEO // GM: Fin & HR / GM: M&E / GM: Dev	Report submission to Parent and date	
S/O 1.12			Financial Planning	Mid-year adjusted budget review	SBS report produced by deadline	20-Jun-16	24-Jun-16	20-Jun-18	NA	NA	NA	-	-	-	20-Jun-18	NA	Op. Task	CEO // GM: Fin & HR / GM: M&E / GM: Dev	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-16	02-Apr-16	31-May-18	NA	NA	NA	-	-	-	-	NA	31-May-18	Op. Task	GM: Fin & HR // CEO	Budget policy approved by Board by date	
S/O 1.14			Annual Financial Statements	Annual Financial Statements production	AFS adoption by deadline	31-Dec-15	04-Dec-15	31-Dec-17	08-Dec-17	31-Dec-17	01-Dec-17	ACHIEVED	-	-	-	NA	NA	371 407	GM: Fin & HR // CEO	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-15	31-Aug-15	31-Aug-16	31-Aug-17	-	31-Aug-17	ACHIEVED	-	-	-	NA	NA	-	CEO // GM: Fin & HR / GM: M&E / GM: Dev	Submission and confirmation from the AG (SA)	

ANNEXURE																					
S/O #	EPA #	Upu DM IDP Ref	PROGRAMME	PROJECT	KPI	2017		ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	M&T Year Target	ACTUAL	M&T Term Review				Q3	Q4	BUDGET		PORTFOLIO OF EVIDENCE	
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT					Achieved / Not Achieved	Blockages / Challenges	Measures to improve Performance	Revised / Unrevised in achieve			TARGET	TARGET		ANNUAL BUDGET
S/O 1.16	EPA-4: Municipal Financials & Management		Audit Compliance	A-G Report	Unqualified Audit Opinion	Unqualified Audit Opinion	AG Audit report : CLEAR AUDIT	Unqualified Audit Opinion	Clean Audit	Unqualified Audit Opinion	Clean Audit	ACHIEVED	-	-	-	-	NA	NA	Op. Task	GM: Fin & HR // CEO	Audit report from the AG [X]
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%	Nil	- 1%	0	ACHIEVED	-	-	-	-	< 1%	< 1%	Op. Task	CEO // GM: Fin & HR // GM: Dev	Board reports, with Register of 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-16	14-Jan-16	25-Mar-16	NA	FA	NA					25-Mar-16	NA	Op. Task	CEO // GM: Fin & HR // GM: Dev	Early Draft Budget approved by Board and submission to Parliament 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-16	04-Feb-16	31-Mar-16	NA	NA	NA					31-Mar-16	NA	Op. Task	GM: Fin & HR // CEO	Board approved policy by date	
S/O 1.20			Supply Chain Management Policy	SCM Policy review	Reviewed SCM Policy by deadline	30-Jun-16	07-Apr-16	30-Jun-16	NA	NA	NA					NA	10-Jun-16	Op. Task	GM: Fin & HR // CEO	Board approved policy by date	
S/O 1.21			Treasury Compliance	MISCA Implementation	MISCA ready for implementation by deadline	30-Jun-17			NA	01-Jul-17	01-Jul-17	ACHIEVED	-	-	-	-	NA	1A	Op. Task	GM: Fin & HR // CEO	MISCA live by date
S/O 1.22			Expenditure Management	Expenditure Management: Op. Task	Percentage of annual Op. Task expenditure spent				94%	40%	34%	NOT ACHIEVED	Dr-shipment program lagging, not covered by UICI	Continued program to ensure projects proceed	Annual Budget to be spent.	80%	80%	R	3 525 672	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.23			Expenditure Management	Expenditure Management: Capital	Percentage of annual capital expenditure spent				43%	40%	40%	ACHIEVED	-	-	-	68%	80%	R	1 165 346	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.24			Revenue Management	Revenue Management: Grant Income	Percentage of Grant Revenue received				67%	40%	69%	ACHIEVED	-	-	-	73%	69%	R	10 145 393	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.25			Revenue Management	Revenue Management: Other revenue	Percentage of Other revenue received				56%	50%	58%	ACHIEVED	-	-	-	78%	76%	R	1 123 807	GM: Fin & HR // CEO	Quarterly calculation report
S/O 1.26			Expenditure Management	Expenditure Management: Board fees paid	Board fees paid on 25th of each month				6 Monthly payments	6 Monthly payments	6 Monthly payments	ACHIEVED	-	-	-	3 monthly payments	3 monthly payments	R	879 170	GM: Fin & HR // CEO	Salary reports
S/O 1.27			Expenditure Management	Expenditure Management: S&P Salaries paid	S&P Salaries paid on 25th of each month				6 Monthly payments	6 Monthly payments	6 Monthly payments	ACHIEVED	-	-	-	3 monthly payments	3 monthly payments	R	2 452 372	GM: Fin & HR // CEO	Salary reports
S/O 1.28			Expenditure Management	Expenditure Management: Staff Salaries paid	Staff Salaries paid by 25th of each month				6 Monthly payments	6 Monthly payments	6 Monthly payments	ACHIEVED	-	-	-	3 monthly payments	3 monthly payments	R	3 500 450	GM: Fin & HR // CEO	Salary reports
Rating: Satisfactory (S) to Unsatisfactory (U) in accordance with the organisational performance system																					
S/O 2.0	KPA 2: Municipal Transformation & Institutional Development	LED 12	Recruitment	Appointments of personnel	Number of appointments made	1	2	1	0	1	0	NOT ACHIEVED	Due to High Season, Management decided not to appoint a new staff member in a new office.	Interviews to be concluded 31.01.2018 for appointment	01.02.2018	NA	NA	Op. Task	GM: Fin & HR // CEO	Recruit Contracts	
Rating: Satisfactory (S) to Unsatisfactory (U) in accordance with the organisational performance system																					
S/O 2.1	KPA 2: Municipal Transformation & Institutional Development	LED 12	Visitor Information Centres	VIC Operations	Visitor Information Centres maintained (6)	15	13	2	2	3	1	ACHIEVED	-	-	-	2	3	Op. Task	CEO	Monthly VIC Office reports submitted and tabled to Board	
S/O 2.2			Satellite VIC's	Satellite VIC's operations	Number of Satellite VIC's maintained as Op. Task				2	2	2	ACHIEVED	-	-	-	2	4	Op. Task	CEO	Monthly report submitted and tabled to Board	

ANNEXURE 1																				
S/O #	KPA #	Upo DM IOP Ref	PROGRAMME	PROJECT	UP	2017			Mid Year Target	ACTUAL	Mid Term Review				Q3	Q4	BUDGET			PORTFOLIO OF EVIDENCE
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT	ADJUSTED ANNUAL TARGET: 30 June 2017			ACTUAL ACHIEVEMENT	Progress, Challenges & Remedies					ANNUAL BUDGET	OWNER		
												Achieved / Not Achieved	Budgetary / Challenge	Measure to Improve Performance	Revised strategies to achieve					
S/O 3.3	KPA 2: Marketing Initiatives		New developmental Community Tourism Office's at strategic geographic sites	Community Tourism Office operational	Number of new satellite CTO's (Umtshaba / Vukuzenzele-Umtshaba)	NA	NA	NA	NA	NA	-	-	-	-	3	NA	Op. Task	GM: Der // CEO	Desktop inspections and report by Manager	
S/O 4.1	KPA 2: Marketing Initiatives	LED 12	Staff development	Short course attendance	Number of training courses	20	20	5	2	-	2	ACHIEVED	-	-	3	1	R 80 525	GM: Rm & M // CEO	Training registration documents	
S/O 5.1 to S/O 5.16: KPA 2: Marketing Initiatives - LED 12																				
S/O 5.1			Application of marketing actions	Marketing Action Programme (MAP)	Review of 2016/2017 Map	31-Mar-16	24-Mar-16	NA for 2017/2018												NA 2017/2018
S/O 5.2			South Coast brand & designs consistency	Brand manual for USCT including the SC Brand	Brand manual by deadline	NA	NA	NA for 2017/2018												NA 2017/2018
S/O 5.3			Brand application	Branded Collateral	% Annual Budget spent	80%	100%	80%	55%	55%	NA	ACHIEVED	-	-	-	75%	100%	R 242 800	GM: Mm & M // CEO	Quarterly calculation report
S/O 5.4			Official tourism guide	Southern Explorer Route Guide	Annual application by deadline	1	1	30-Apr-18	0	NA	NA	-	-	-	-	NA	30-Apr-18	R 285 588	GM: Mm // CEO	Southern Explorer Route Guide by deadline
S/O 5.5			Visual library	Image library development	Number of images	50	105	140	89	50	88	ACHIEVED	-	-	-	45	45	R 50 890	GM: Mm // CEO	Annual image portfolio
S/O 5.6			Visual library	Video library development	Number of videos	6	6	15	8	6	8	ACHIEVED	-	-	-	5	6	R 50 500	GM: Mm // CEO	Annual video portfolio
S/O 5.7			Tourism Databases	Database library	Updated database library by deadline	30-Jun-16	10-Jun-16	30-Jun-18	-	NA	NA	-	-	-	-	NA	30-Jun-18	Op. Task	GM: Mm // CEO	Database portfolio with dates
S/O 5.8			Publication distribution	Southern Explorer Distribution Agreement	SEA Distribution Agreement by deadline	20-Jun-16	23-Jun-16	30-Jun-18	-	NA	NA	-	-	-	-	NA	30-Jun-18	Op. Task	GM: Mm // CEO	Final agreement and proof of data
S/O 5.9			Free media editorial	Free media editorial	Free media exposure through channels	45	132	260	146	20	146	ACHIEVED	-	-	-	170	20	Op. Task	GM: Mm // CEO	Evidence of exposure received
S/O 5.10			Free media editorial	Free media produced	Press releases produced internally for various channels	80	78	40	20	20	20	ACHIEVED	-	-	-	10	10	Op. Task	GM: Mm // CEO	Copy of releases with data / (email sent to relevant stakeholders)
S/O 5.11			Free and paid TV / Video and or live streaming exposure – generic and niche	TV and or Video live streaming	Number of broadcasts	4	19	20	16	4	16	ACHIEVED	-	-	-	8	8	R 61 900	GM: Mm // CEO	Confirmation / Notification schedule
S/O 5.12			Free and paid Radio exposure – generic and niche	Radio coverage	Record of Broadcasts	12	11	16	10	6	10	ACHIEVED	-	-	-	8	8	R 61 900	GM: Mm // CEO	Confirmation-Email communication / Notification schedule
S/O 5.13			Local community radio – media request	Community radio coverage	Local community radio broadcasts per year	8	8	30	18	11	18	ACHIEVED	-	-	-	12	8	R 66 150	GM: Der // CEO	Confirmation / Notification schedule
S/O 5.14			Domestic market: Application of a Strategic Advertising Campaign	Print and on-line media	Number of inserts or activations	35	71	60	39	22	39	ACHIEVED	-	-	-	12	11	R 187 600	GM: Mm // CEO	Publication / Electronic insert, or activation
S/O 5.15			Overseas market & international media exposure	Print and on-line media	Number of inserts or activations	12	12	11	4	4	4	ACHIEVED	-	-	-	6	6	R 218 000	GM: Mm // CEO	Publication / Electronic insert
S/O 5.16			Billboard type or specific marketing tools	Use of bill boards and similar tools	Number of billboards visited	6	15	7	5	2	5	ACHIEVED	-	-	-	4	4	R 48 000	GM: Mm // CEO	Photograph and supplier confirmation of installation

ANNEXURE 1																							
S/O #	SFA #	Up. DM IDP Ref	PROGRAMME	PROJECT	KPI	2017		ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	Mid Term Review				Q3	Q4	BUDGET		PORTFOLIO OF EVIDENCE					
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT			Mid Year Target	ACTUAL	Progress, Challenges & Remedial											
												Achieved / Not Achieved	Findings / Challenges			Management Response / Performance	Revised strategies to achieve		TARGET	TARGET	ANNUAL BUDGET	OWNER	
S/O 5.17	SFA 11: Local Economic Development	LED 12	Marketing Campaigns	Annual Strategic Seasonal Campaigns	Number of annual seasonal campaigns	2	2	2	2	1	2	ACHIEVED	-	-	-	0	0	Op. Task	GM: Mkt // CEO	Campaign report			
S/O 5.18			Marketing Campaigns	Niche Marketing Campaigns	Number of niche marketing campaigns			8	1	4	4	ACHIEVED	-	-	-	2	2	Op. Task	GM: Mkt // CEO	Campaign report			
S/O 5.19			Tourism Consumer, Trade, Niche Mass Participation Events	Participation at events	Number of events	17	22	18	14	8	14	ACHIEVED	-	-	-	5	5	R	719 818	GM: Mkt // CEO	Participation report		
S/O 5.20			Media Familiarisation Trips	Trip facilitation for Local & International Media	Number of trips	4	11	6	4	1	4	ACHIEVED	-	-	-	1	1			GM: Mkt // CEO	Participation report / Email correspondence		
S/O 5.21			Tour Operators / Wholesalers Familiarisation Trips	Trip facilitation	Number of trips	2	4	4	2	-	2	ACHIEVED	-	-	-	1	1	R	50 903	GM: Mkt // CEO	Participation report / Email correspondence		
S/O 5.22			Staff Familiarisation Trips	Destination awareness for tourism staff	Number of trips	4	5	7	7	2	7	ACHIEVED	-	-	-	4	4			GM: Mkt // CEO	Trip itinerary and participation register		
S/O 5.23			Newsletters	Members newsletters	Newsletters released with dates	4	4	4	2	7	7	ACHIEVED	-	-	-	1	1			GM: Mkt // CEO	Copy of Newsletter and Email instruction		
S/O 5.24			Newsletters	Members & Industry News Flash	Number of news flashes	20	55	20	19	10	19	ACHIEVED	-	-	-	5	5			GM: Mkt // CEO	Copy of News Flash and Email instruction		
S/O 5.25			Newsletters	CEO Report to members	Number of CEO reports released with dates	4	5	6	2	2	2	ACHIEVED	-	-	-	2	2	R	27 720	GM: Mkt // CEO	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	2	1	2	ACHIEVED	-	-	-	1	1			GM: Mkt // CEO	Copy of Trade letter and Email instruction		
S/O 5.27				Distribution of Newsletters	Consumer Newsletters	Number of Consumer Newsletters			4	2	2	1	ACHIEVED	-	-	-	1	1			GM: Mkt // CEO	Copy of Newsletter and Email instruction	
S/O 5.28				Sponsorships	Sponsorship Agreements & Other Marketing Sponsorships	Number of sponsorship agreements	1	1	2	0	1	0	NOT ACHIEVED	Difficult to secure time for sponsorships	Continued engagement with the Private Sector to explore opportunities	To be achieved by 30.06.2018	0	0	Op. Task		GM: Mkt // CEO	Physical documents	
S/O 5.29				Summer Season Performance	Research Report	Report by deadline	31-Mar-16	07-Feb-16	31-Mar-16	NA	NA	NA					31-Mar-18	NA	Op. Task		GM: Dev // CEO	Report tabled at Board and submission date	
S/O 5.30				Visitor Perception Study (Consumer Survey)	Research Report	Report by deadline	End Dec 2015 and End June 2016	10 Nov 2015 and 28 June 2016	End Dec 2017 and End June 2018	08-Dec-17	31-Dec-17	31-Dec-17	ACHIEVED	-	-	-	NA	30-Jan-18	R	17 044	GM: Mkt & GM: Dev // CEO	Report tabled at Board and submission date	
S/O 5.31				Seasonal Status Quo Snapshot	Snapshot Reports	Reports by deadline	4	4	4	2	2	1	ACHIEVED	-	-	-	1	1	Op. Task		GM: Dev // CEO	Snapshot reports	
S/O 5.32				Tourism product audit	Tourism Product Audit	Conducted product audit by deadline	30-Jun-16	10-May-16	NA	NA				NA for 2017/2018									
S/O 5.33		Holland South Coast LED Tourism Study	Completed study	1 Completed LED Study by deadline	30-Jun-16	20-Apr-16	30-Jun-16	NA	NA	NA					NA	30-Jun-18	Op. Task		GM: Mkt & GM: Dev // CEO	Completed LED study and data			
S/O 5.34		Website	Relaunch of Website	Launch of new website by deadline				NA	NA	NA					NA	30-Jun-18			GM: Mkt // CEO	New website go live date & email confirmation			
S/O 5.35		Website	Website Content	New optimised content				68	61	60	ACHIEVED	-	-	-	NA	30-Jun-18			GM: Mkt // CEO	Articles with dates			
S/O 5.36		Website	Maintained website content	Updated content by date				NA for 2017/2018										NA for 2017/2018				GM: Mkt // CEO	NA 2017/2018
S/O 5.37		Social Media marketing	Social media content	Quarterly social media content calendar				2	2	2	ACHIEVED	-	-	-	1	1			GM: Mkt // CEO	Quarterly social media content calendar / reports with dates			
S/O 5.38		Search Engine Optimisation	Search Engine Optimisation on-site & off-site	Number of primary keywords to optimise for (SEO)				117	100	107	ACHIEVED	-	-	-	NA	NA			GM: Mkt // CEO	Primary keyword list for optimisation			

S/O #	IPA #	Ugo DM IDP Ref	PROGRAMME	PROJECT	IDP	2017		ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	Mid Year Target	ACTUAL	Mid Term Review				OS	Q1	BUDGET		PORTFOLIO OF EVIDENCE
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT					Progress, Challenges & Retrospect						ANNUAL BUDGET	OWNER	
												Achieved / No. Achieved	Blockages / Challenges	Measures to improve Performance	Retrospect timescales to achieve					
S/O 6.1	IPA 3.1 Local Economic Development	LED 3.2	In Season Events	Seasonal Beach Event support	Number of holiday based aspirations	4	4	4	2	1	2	ACHIEVED				1		R 488 713	GM: M&I // CEO	Co-ordinative Closest report
S/O 6.2			Internationally oriented events	Individual events support	Number of events	4	14	4	2	1	1	ACHIEVED				1		R 4 108 297	GM: M&I // CEO	Closest report
S/O 6.3			South African oriented events	Individual events support	Number of events	4	6	11	6			ACHIEVED				3		R 325 856	GM: M&I & GM: Dev // CEO	Closest report
										7	6	NOT ACHIEVED	Notable events were cancelled	None	Re-booking to see if a new event can be supported during the year	1	3			
S/O 6.4			Ugo District Tourism oriented events	Individual events support	Number of events	6	15	8	5	1	5	ACHIEVED				5		R 100 474	GM: M&I & GM: Dev // CEO	Closest report
S/O 6.5			Developmental events support	Ad hoc support	Number of events supported	10	12	7	6	8	6	ACHIEVED				8		R 328 857	GM: Dev // CEO	Closest report
S/O 6.7			Event concepts planning	Concept Development Feasibility and Recommendation	Number of concepts by deadline	2 Concepts by 30 June 2016	28 December 2016 (1) and 13 June 2016 (2)	3 Concepts by 30 June 2017	1	3	1	ACHIEVED				NA		Op. Task	CEO	Concept and proof of date
MID TERM REVIEW ON THE ACHIEVEMENT OF THE LED 3.2 PROJECT																				
S/O 7.1	IPA 3.1 Local Economic Development	LED 3.2	Meeting of Board Members between DM and UM officials and the private sector	Board Meetings	Number of meetings	6	5	5	4	2	4	ACHIEVED	-	-	-	2		Op. Task	CEO	Minutes
S/O 7.2			AGM With UDM as sole shareholder	Board Annual General Meeting	AGM by deadline	30-Apr-16	16-Apr-16	30-Jun-16	NA	NA	NA	-	-	-	-	NA	30-Jun-16	Op. Task	CEO	Agenda and prior year minutes
S/O 7.3			CEO / Area Committee Chairs Forum	Forum meetings	Number of meetings	6	5	6	3	3	3	ACHIEVED	-	-	-	3		Op. Task	CEO	Minutes
S/O 7.4			Area Committee compliance	Collection of AGM records	Area Committee record books by deadline	31-Mar	31-Mar	NA	NA	NA	NA	-	-	-	-	31-Mar-16	NA	Op. Task	CEO	Physical documents
S/O 7.5			Area Committee Cluster Functions	Member engagements	Number of functions	6	13	4	3	4	5	NOT ACHIEVED	Area Committees are waiting to have meetings in Q2 & Q4 after AGM's.	Review of effectiveness in Annual Plan	30-Jun-16	NA	1	Op. Task	CEO	Function record
S/O 7.6			Op. Task management meetings	In-year monitoring of operations through operational meetings with staff	Number of meetings	6	6	6	3	3	3	ACHIEVED	-	-	-	3	2	Op. Task	CEO	Operational notes and presentations / minutes
S/O 7.7			CEO Tourism Presentations To DM and UM Councils	Cohesion with political principals	Number of meetings	7	7	5	4	5	4	NOT ACHIEVED	Presentation to Umzimbezi DM was cancelled by Council	Continued engagement for presentation date.	30-Jun-16	NA	NA	Op. Task	CEO	DM & UM Agenda and presentations
S/O 7.8			DM / UM / USCOA officials engagements	Inter-institutional cohesion	Number of engagements	28	30	25	21	14	21	ACHIEVED	-	-	-	7		Op. Task	GM: M&I & GM: Dev // CEO	Contact record
S/O 7.9			Provincial / DM / UM LED & IDP Forum meetings	Inter-sectoral cohesion	Number of meetings	8	35	25	16	22	11	ACHIEVED	-	-	-	8	7	Op. Task	GM: M&I & GM: Dev // CEO	Attendance register / Contact record

ANNEXURE																						
2017										Mid Term Review Progress, Challenges & Remedial				Q2	Q4	BUDGET						
S/O #	KPA #	Ugu DM IDP Ref	PROGRAMME	PROJECT	KPI	2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT	ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	Mid Year Target	ACTUAL	Achieved / Not Achieved	Blockage / Challenge	Measures to Improve Performance	Revised timeframe to achieve	TARGET	TARGET	ANNUAL BUDGET	OWNER	PORTFOLIO OF EVIDENCE		
S/O 7.10			VIC Visitation	Head office / VIC ops visitation	Number of visits	120	229	175	100	88	109	ACHIEVED	-	-	-	61	48	Op. Task	GM: Dev // CEO	Contact record		
S/O 7.11			New member prospects	Membership recruitment	Number of calls on prospective members	130	148	150	79	78	79	ACHIEVED	-	-	-	38	38	Op. Task	GM: Dev // CEO	Call log		
S/O 7.12			Direct Calls to existing members	Member satisfaction and relations	Number of calls	150	165	175	89	88	88	ACHIEVED	-	-	-	64	41	Op. Task	GM: Dev // CEO	Call log		
S/O 7.13			Recruitment of new members	Confirmation of New Paid Up Members	Number of new members	50	50	100	25	40	18	NOT ACHIEVED	Franchisees acceptations as well as difficulties with District visitor and revenue; some results in retention of prospective business as the business members of Tourism	Conduct a visit to work with the District municipality "wapping business as approved of water and sewage" Lines trying to secure a parking environment	To get to be informed in Mid Term Review	20	20	Op. Task	GM: Dev // CEO	New members list		
NA for 2017/2018																				NA 2017/2018		
S/O 8.1	KPA 3 : Local Economic Development	IDP 12	District wide programmes	District Tourism Awareness Programme (TAP)	TAP completed by deadline	NA	NA	NA				NA for 2017/2018										NA 2017/2018
S/O 8.2			District wide programmes	Schools Information Sessions	Number of school sessions in LMs	24	27	28	9	14	8	NOT ACHIEVED	Advertise for school planning	Advertise for school in ensure activities are met.	Annual review, All to be completed 28.06.2018	7	7	R	240 000	GM: Dev // CEO	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	8	9	12	8	6	6	ACHIEVED	-	-	-	3	2	R			Record of tours / Attendance registers	
S/O 8.4			District wide programmes	Updated presentations to prospective tourism practitioners	Number of presentations	4	9	10	6	8	8	ACHIEVED	-	-	-	2	2	R	100 000	GM: Dev // CEO	Record of Presentations / Attendance registers	
S/O 9.1	KPA 3 : Local Economic Development	LED 12	Emergent tourism practitioners	Mentorship and skills development	Number of training events	6	16	12	6	8	6	NOT ACHIEVED	Focus was on enhancing the skills in the emerging entrepreneurs skills development	A detailed skills Audit has been undertaken and gaps identified for training required for Crafters and Caterers	31-Mar-18	4	4	R	420 000	GM: Dev // CEO	Record of Engagement	
S/O 9.2			Emergent businesses	Emerging enterprise participation at events - facilitation	Number of events	2	15	16	13	12	13	ACHIEVED	-	-	-	18	14	R		GM: Dev // CEO	Record of presentation	
S/O 9.3			Graduates for the tourism sector	Mentorship / placement of graduates	Number of graduates placed	75	57	12	NA	NA	NA	NA	-	-	-	-	NA	12	R	342 400	GM: Dev // CEO	Record of Graduates placed
S/O 9.4			Emergent businesses within Southern Explorer	Free advertising for emerging tourism practitioners	Number of adverts	20	21	26	NA	NA	NA	NA	NA	-	-	-	-	NA	24	R	195 431	GM: Dev // CEO

ANNEXURE																					
S/O #	EPA #	Ugu D&T IDP Ref	PROGRAMME	PROJECT	IDP	2017		ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	Mid Year Target	ACTUAL	Mid Term Review				TARGET	TARGET	BUDGET		PORTFOLIO OF EVIDENCE	
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT					Progress, Challenges & Remedies						ANNUAL BUDGET	OWNER		
												Achieved / Not Achieved	Strategies / Challenges	How can we improve Performance	How can we ensure that we achieve						
S/O 9.5			South Coast Tourism Empowerment Protocol	Adoption of Protocol	NA 2016/2016	NA	NA					NA for 2017/2018									
S/O 9.6			Tourism Scholarship	Annual Tourism Scholarship awarded to TVET student	Annual Tourism Scholarship awarded to top TVET student	NA	NA	1	NA	NA	NA				1	NA	30 000	GM: Dev // CEO	Record of annual scholarship awarded		
Strategic Objective 10:0 - Ensure participation in tourism and recreation activities and ownership of tourism products by local enterprises																					
S/O 10.1	EPA 5 Good Governance & Public Participation	LED 12	Emerging practitioners representation on Tourism Area Committees	Emerging Practitioners participation on Area Committees	2 Emerging Practitioners representation on each Area Committee	11	11	NA	NA	NA	NA				NA	27		GM: Dev // CEO	Record of Emerging Practitioner representation on Area Committee per attendance register		
S/O 10.2			Emergent products and services (mainly home-based) within each LM	Feasibility study template utilisation	Number of templates completed	12	12	16	7	1	7	NOT ACHIEVED	Identification of exceptions in need	Enhance working methods	Verbal support by 31 March 2018	4	4		GM: Dev // CEO	Hard copies of template completed	
S/O 10.3			Emergent products and services within Tourism	Annual Products and Services Audit	Annual Audit by deadline	12	12	30-Jan-18	NA	NA	NA					NA	30-Jun-18		GM: Dev // CEO	Annual Emerging Products & Services report and data	
S/O 10.4			Emerging product support	Membership of Emerging Tourism Businesses by membership	Number of Emerging Tourism Businesses in Membership			4	0		1	ACHIEVED	-	-	-	1	1	5 000	GM: Dev // CEO	Membership progress report to Board	
Strategic Objective 11:0 - Develop and market tourism products																					
S/O 11.1	EPA 3 Local Economic Development	LED 11	Product development	Umsombi River Trails	Number of project progress reports to Board	N/A	NA	4	2	2	2	ACHIEVED	-	-	1		R 500 000	GM: Dev // CEO	Project progress report to Board		
S/O 11.2			Product development	TwoKale Caves	Number of project progress reports to Board	4	6	4	1	1	1	ACHIEVED	-	-	1	1	R 80 000	GM: Dev // CEO	Project progress report to Board		
S/O 11.3			Product development	Nickel Mine Heritage Project	Number of progress reports to Board	4	6	4	2	2	2	ACHIEVED	-	-	1		R 50 000	GM: Dev // CEO	Project progress report to Board		
S/O 11.4			Product development	Area Tourism Development Plan: Eze Mkhulose	Completed plan by deadline	4	6	31-Oct-17	29-Dec-17			23-Oct-17	29-Dec-17	NOT ACHIEVED	Inadequate forward planning due to the late of the project, so past deadline date.	Target was ACHIEVED by the end of the quarter.	29-Dec-17	NA	NA	Op. Task	Completed plan by date
S/O 11.4.1			Product development	Implementation Plan: Eze Mkhulose Development Plan	Number of progress reports to Board				NA	NA	NA				-	-	1	1	R 20 000	GM: Dev // CEO	Project progress report to Board
S/O 11.5			Product Development	Area Tourism Development Plan: Nyendakulu	Completed plan by deadline	4	6	31-Oct-17	NA			31-Oct-17	30-Nov-17	NOT ACHIEVED	Inadequate forward planning due to the late of the project, so past deadline date.	Target was ACHIEVED by the end of the quarter.	30-Nov-17	NA	NA	Op. Task	Completed plan by date
S/O 11.5.1			Product development	Implementation Plan: Nyendakulu Development Plan	Number of progress reports to Board				NA	NA	NA				-	-	1	1	R 80 000	GM: Dev // CEO	Project progress report to Board
S/O 11.6			Product Development	Area Tourism Development Plan: Orkney Islands/Esigomo	Completed plan by deadline	4	6	31-Mar-18			NA	NA		-	-	31-Mar-18	NA	Op. Task	Completed plan by date		

S/O #	KPA #	Ugu DMA IDP Ref	PROGRAMME	PROJECT	KPI	2017			MID TERM REVIEW					Q3	Q4	BUDGET		PORTFOLIO OF EVIDENCE			
						2017 ANNUAL TARGET	2017 ACTUAL ACHIEVEMENT	ADJUSTED ANNUAL TARGET: 30 June 2017	ACTUAL ACHIEVEMENT	Mid Year Target	ACTUAL	Progress, Challenges & Remedies				ANNUAL BUDGET	OWNER				
												Achieved / Not Achieved	Shortages / Challenges						Measures to improve performance	Revised timeframe to achieve	
S/O 11.6.1			Product development	Implementation Plan: Cuth/Paddock/Eateng corridor Development Plan	Number of progress reports to Board				NA	NA	NA				NA	1	R	30 000	GMC Dev // CEO	Project progress report to Board	
S/O 11.7			Product Development	Area Tourism Development Plan: Gamelalethe	Completed plan by deadline	4	8	31-Mar-18	NA	NA	NA				31-Mar-18	NA	Op. Task		GMC Dev // CEO	Completed plan by date	
S/O 11.7.1			Product development	Implementation Plan: Gamelalethe	Number of progress reports to Board				NA	NA	NA				NA	1	R	50 000	GMC Dev // CEO	Project progress report to Board	
S/O 11.8			Product Audit	Product Audit: Unsigwenhamba	Product Audit by date			31-Dec-17	0	31-Dec-17		ACHIEVED	Product audit report date: 29-Dec-17	Product audit: forward planning	31-Jan-18	NA	NA	R	1 877	GMC Dev // CEO	Product report by date
Strategic Objective #12: Ensure that BOM/DM coastal management / development projects are achieved																					
S/O 12.3	KPA 3 : Local Economic Development	LED 12	Beach product development and upgrades	Overnight contribution to beach upgrades	(CEO's collection of Annual status quo reports for 3 LMs with beaches by deadline	30-Jun-18	15-Jun-18	30-Jun-18	NA		NA				NA	1-Jul-18	Op. Task	CEO	Record of Status Quo Reports from DMA/DMs and Districtal Councils with DMA/DMs and other facilitating agencies		
Strategic Objective #13: Create an enabling environment for tourism investment																					
S/O 13.1	KPA 3 : Good Governance & Public Participation	LED 13	Institutional partnerships	Maintain & publicise portfolio of investment	Portfolio of prospective investment opportunities referred to relevant stakeholder	NA	NA	4	2		2	ACHIEVED			1	1	Op. Task	CEO	Record of portfolio of investment maintained and published		
Strategic Objective #14: Develop a tourism support infrastructure																					
S/O 14.1	KPA 3 : Local Economic Development	LED 12	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			80%	100%	Op. Task	CEO	Record of requests and facilitative assistance		