KOUGA
local municipality
Good Governance through Service Excellence

Draft IDP & Budget 2020/2021

First drafts adopted: 26 March 2020
Second drafts adopted: 5 June 2020
Media & Public Presentation: 8 June 2020

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PRESENTED BY:

Kouga Executive Mayor
Horatio Hendricks

Chief Financial Officer
Riaaz Lorgat

IDP Manager
Colleen Dreyer

IDP REVIEW: INTRO & FOREWORD

Section 23 of the Municipal Systems Act 32 of 2000 requires municipalities to undertake developmentally-orientated planning to ensure that it:

- Strives to achieve the objectives of local government set out in Section 152 of the Constitution;
- Gives effect to the developmental as required in Section 153 of the Constitution, and together with other organs of state contributes to the progressive realisation of the fundamental rights contained in section 24, 25, 26, 27 and 29 of the Constitution.

Extraordinary circumstances marked the third review of Kouga's five-year IDP for the period 2017-2022. A nationwide lockdown, aimed at curbing the spread of the coronavirus, has been in place since 27 March 2020, impacting on the income of the municipality, residents and businesses alike.

Despite the challenges, Kouga will continue to strive for excellence in the 2020/2021 financial year. This third review of the IDP was guided by the following six narratives:

Keep Kouga Serviced -
Plans for 2020/2021 include bringing new boreholes online to achieve water security and installing container ablution facilities in areas where the bucket system is still in use.

The road improvement programme will continue, as well as the rolling out of electricity to areas that never had access to power, including Stofwolk at Hankey, where Eskom has committed to powering up at least 300 households.



Kouga Executive Mayor Horatio Hendricks

Keep Kouga Clean -
The distribution of wheelie bins and regular clearing of illegal dump sites will continue, complemented by education and awareness drives.

Keep Kouga Green -
Launched in February 2020, the Keep Kouga Green campaign aims to raise awareness of climate change. Depending on the Covid-19 restrictions placed on educational activities, schools will be the focus of the campaign in the 2020/2021 financial year.

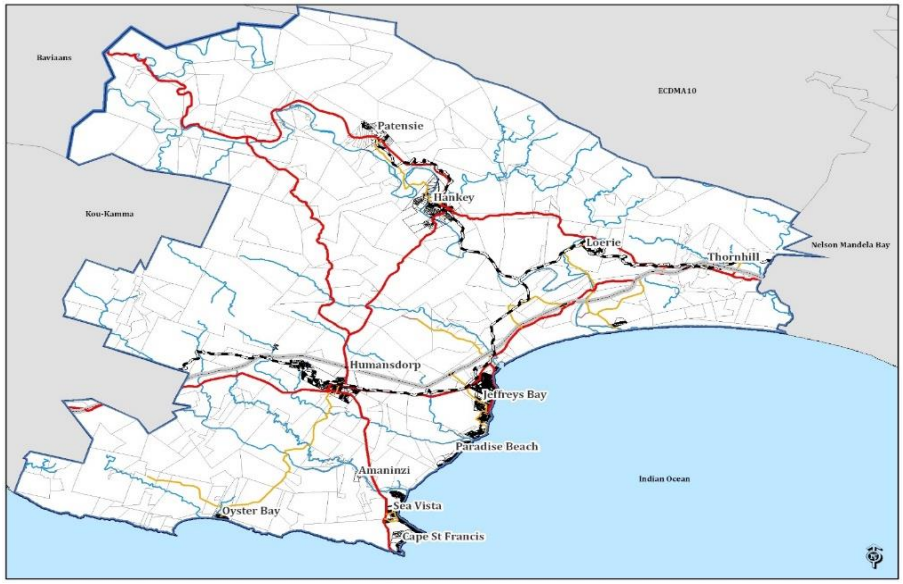
Keep Kouga Safe –
Mitigating the impact of the Covid-19 pandemic on local communities will be an ongoing priority in the new financial year. Community Safety Forums will also be established to help address crime in the region.

Keep Kouga Smart –
The possibility of introducing fibre as a fifth utility will be investigated.

Keep Kouga Growing -
In view of the economic impact of the Covid-19 lockdown, it is now more important than ever for the municipality to create an enabling environment for business to grow. In order to assist those affected by the lockdown payment the Council also has approved payment relief options for businesses and residents.

KOUGA REGION: OVERVIEW

- Kouga is one of seven local municipalities that form the Sarah Baartman District, Eastern Cape Province
- Population of 112 941 (Community Survey 2016)
- Area size of 2669.82km²
- 15 electoral wards



- Primary nodes: Hankey, Humansdorp, Jeffreys Bay, Patensie & St Francis Bay
- Secondary nodes: Loerie, Thornhill, Sunnyside, Oyster Bay, Andrieskraal & Matjiesfontein

KEY PERFORMANCE AREAS

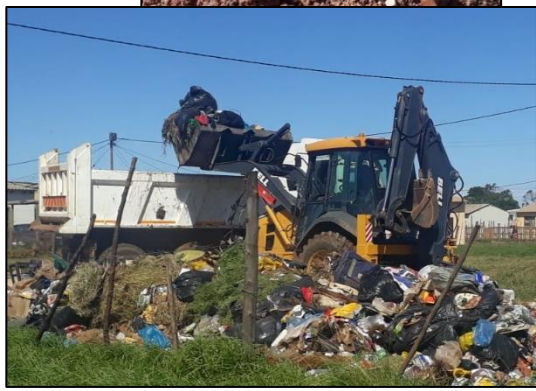


1. Basic Service Delivery & Infrastructure
2. Local Economic Development
3. Financial Viability & Management
4. Good Governance & Public Participation
5. Institutional Transformation & Organisational Development









SYNOPSIS: STRATEGIC DIRECTION FOR THE 2020/21 REVIEW

Vision

Good Governance through Service Excellence

Mission

- ❑ To create a government that addresses the needs and respects the values of Ubuntu in our communities.
- ❑ To create a better life for all through delivering inclusive and affordable services to residents.
- ❑ To create a safe environment with diverse opportunities for economic growth and development.
- ❑ To create a responsive, accountable and caring government for all its people.
- ❑ To create an efficient, well-managed, corruption free and legally compliant municipality.
- ❑ To create and maintain an effectively governed administration that is committed to financial sustainability.

Values

- ❑ Service excellence
- ❑ Accountability and transparency
- ❑ Morality and honesty
- ❑ Equity, dignity and respect
- ❑ Freedom and fairness
- ❑ Integrity, professionalism and discipline
- ❑ Empathy and compassion

people 1st
performance through people

Strategic Goals

- ❑ **Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.**
- ❑ **Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.**
- ❑ **Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.**
- ❑ **Create an enabling environment for active public participation and an administrative culture characterised by accountability, transparency and efficiency.**
- ❑ **Provide professional, efficient, people centered human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services**

MUNICIPAL DEVELOPMENT PRIORITIES FOR THE 2020/2021 FINANCIAL YEAR

No.	KPA	PRIORITY	OBJECTIVE	BUDGET YEAR	BUDGET YEAR
IDP01	1	Eradication of Bucket System	To provide residents in **informal** residential areas with minimum acceptable, other than buckets, levels of sanitation services	20/21	21/22
IDP02	1	Extension and tarring of roads in the Kouga municipal area	To provide residents and visitors with high quality road networks under Kouga's jurisdiction	20/21	21/22
IDP03	1	Upgrade electrical infrastructure	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)	20/21	21/22
IDP04	1	Upgrade water infrastructure in the Kouga Municipal area	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	20/21	21/22
IDP05	2	Safeguarding municipal infrastructure in the Kouga Area	To provide residents of Kouga with adequate burial facilities	20/21	21/22

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MUNICIPAL DEVELOPMENT PRIORITIES FOR THE 2020/2021 FINANCIAL YEAR

No.	KPA	PRIORITY	OBJECTIVE	BUDGET YEAR	BUDGET YEAR
IDP06	1	Rehabilitate Spit Dune, Kromme River mouth spit and beach in St Francis Bay and Oyster Bay dune rehabilitation	To rehabilitate the river mouth and beach area in St Francis Bay and Oyster Bay by June 2021	20/21	21/22
IDP7	1	Upgrading of Informal Settlements	To upgrade and provide access to basic services for residents in Kouga	20/21	20/21
IDP8		Upgrade Waste Water Treatment Works in the Kouga Area	To provide residents with clean drinkable water	20/21	21/22
IDP9	1	Roll out of the 240 litre wheelie bins	To provide residents of Kouga with proper waste containers	20/21	
IDP10	1	Facilitate implementation of FLISP and Social Housing	To provide affordable housing opportunities to middle income	20/21	21/22

MUNICIPAL DEVELOPMENT PRIORITIES FOR THE 2020/2021 FINANCIAL YEAR

No.	KPA	PRIORITY	OBJECTIVE	BUDGET YEAR	BUDGET YEAR
IDP11	1	Precinct Plan Development for Primary and Secondary Nodes. (Jeffreys Bay, Humansdorp and St Francis Bay)	To ensure efficient development of urban nodes in Kouga	20/21	21/22
IDP12	1	Development of Erf 353 Caravan Park Humansdorp for Mixed Land Use Development	To encourage development and investment opportunities in Kouga	20/21	
IDP13	1	Upgrading of caravan parks in the Kouga area	To provide high quality recreational facilities to residents and visitors to Kouga	20/21	
IDP14		Upgrading of ablution facilities	To provide high quality recreational facilities to residents and visitors to Kouga		
IDP15	1	Upgrading of community halls	To ensure that residents and visitors have decent facilities for functions	20/21	
IDP16	1	Upgrading of Sports fields	To ensure that residents and visitors have decent facilities for sporting games	20/21	21/22

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MUNICIPAL DEVELOPMENT PRIORITIES FOR THE 2020/2021 FINANCIAL YEAR

No.	KPA	PRIORITY	OBJECTIVE	BUDGET YEAR	BUDGET YEAR
IDP17	4	Finalise the design for the construction of a new municipal building	To provide suitable accommodation to staff of the municipality to facilitate improved service delivery	20/21	21/22
IDP18	1	Moving the SPCA to new premises	To ensure that animal welfare associations render much needed care and haven to lost animals	20/21	
IDP19	1	Stabilization of Oyster Bay Dunes	To ensure the provisioning and maintenance of roads and stormwater to communities	20/21	
IDP20	3	Introduction of ERP solution and associated IT architecture	To improve and integrate IT systems of the municipality		21/22
IDP21	4	Upgrading of Council Chamber in Jeffreys Bay	To provide council with decent meeting facilities	20/21	
IDP22	1	Ward Councillor Capital Projects	To provide wards with sustainable projects	20/21	

MUNICIPAL DEVELOPMENT PRIORITIES FOR THE 2020/2021 FINANCIAL YEAR

No.	KPA	PRIORITY	OBJECTIVE	BUDGET YEAR	BUDGET YEAR
IDP 23	1	Procure a new generator	To ensure sufficient electricity supply	21/22	
IDP24	1	Commonage Land Agricultural Support	To acquire commonage land for agriculture to the emerging farmers in the Kouga area.		21/22
IDP25	2	Land acquisition housing projects	To acquire land for housing projects to the residents of Kouga		21/22
IDP26	2	Establishment of Business Support Centre – Ocean View	To encourage business development to the residents of Kouga	20/21	21/22
IDP27		Restoration of Fisherman gravesite	To provide high quality recreational facilities to residents and visitors to Kouga	20/21	21/22

MUNICIPAL DEVELOPMENT PRIORITIES FOR THE 2020/2021 FINANCIAL YEAR

No.	KPA	PRIORITY	OBJECTIVE	BUDGET YEAR	BUDGET YEAR
IDP28	2	Upgrading / Renovation of Phillips Tunnel	To provide high quality recreational facilities to residents and visitors to Kouga	20/21	21/22
IDP29	1	Procure Jack Hammer and water pump	To ensure the safety of residents and visitors in the Kouga area	20/21	21/22
IDP30	1	Upgrade Lifeguard Beach Tower	To ensure the safety of residents and visitors in the Kouga area	20/21	21/22
IDP31	1	Procurement of new vehicles and equipment	To enhance service delivery in the Kouga Area	21/22	22/21
IDP32		Procure computer equipment, software and office equipment	To enhance service delivery in the Kouga Area	20/21	
IDP33		Procure a recycling back centre	To provide residents of Kouga with proper waste containers		21/22

BUDGET CHALLENGES

- Maintaining an acceptable employee-related costs ratio
- Increased costs associated with bulk water purchases, placing upward pressure on municipal tariff increases
- Allocation of the required budget provision for the rehabilitation and maintenance of infrastructure
- Maintaining electricity and water losses at acceptable levels
- Maintaining revenue collection rates at the targeted levels
- Maintaining an acceptable cost coverage ratio



Increased costs associated with bulk water purchases have been placing upward pressure on municipal tariff increases.

BUDGET PRINCIPLES

- The priorities and targets, relating to the key strategic focus areas, as outlined in the IDP.
- The level of property rates and tariff increases to take into account the need to address maintenance and infrastructural backlogs.
- The level of property rates and tariff increases to ensure the delivery of municipal services on a financially sustainable basis.
- The need to enhance the municipality's revenue base.
- No loan funding is available to support the Capital Budget, in view of financial affordability considerations.

COVID-19: Financial Operations

- First draft budget approved at a special Council meeting in the Newton Hall on 26 March 2020
- Nationwide Covid-19 Lockdown commenced on 27 March
- Only essential workers permitted to leave home and work; other employee worked remotely
- All electrical disconnections were reconnected, blocked prepaid meters unblocked and debt recovery was stopped
- No meter readings were done
- Only registered e-mail holders received their accounts. Printed accounts were not delivered – will continue under Lockdown Level 3

COVID-19: Budget impact

- Due to the financial impact of the Lockdown on households and businesses, the municipal collection rate also dropped
- Draft budget of 26 March based on 96% collection rate.
- This has been decreased to 85% in the second draft budget in view of the ongoing impact of the Lockdown on the economy.
- Total draft operating revenue: R904,99m
- Total draft operating expenditure: R986,278m
- Total draft capital budget: R62 957 968
- Budget is fully cash-backed. Deficit due to non-cash items.

COVID-19: Payment Relief

GENERAL RELIEF –

- All blocked meters unblocked from 26 March 2020
- No credit control implemented from the commencement of Lockdown up to 30 June 2020
- No prepaid recoveries will be implemented up to 30 June 2020
- Prepaid recoveries will be implemented at a reduced rate of 25% from 1 July 2020 to 31 December 2020
- No interest will be charged on all accounts from the commencement of Lockdown up to 30 June 2020.

COVID-19: Payment Relief

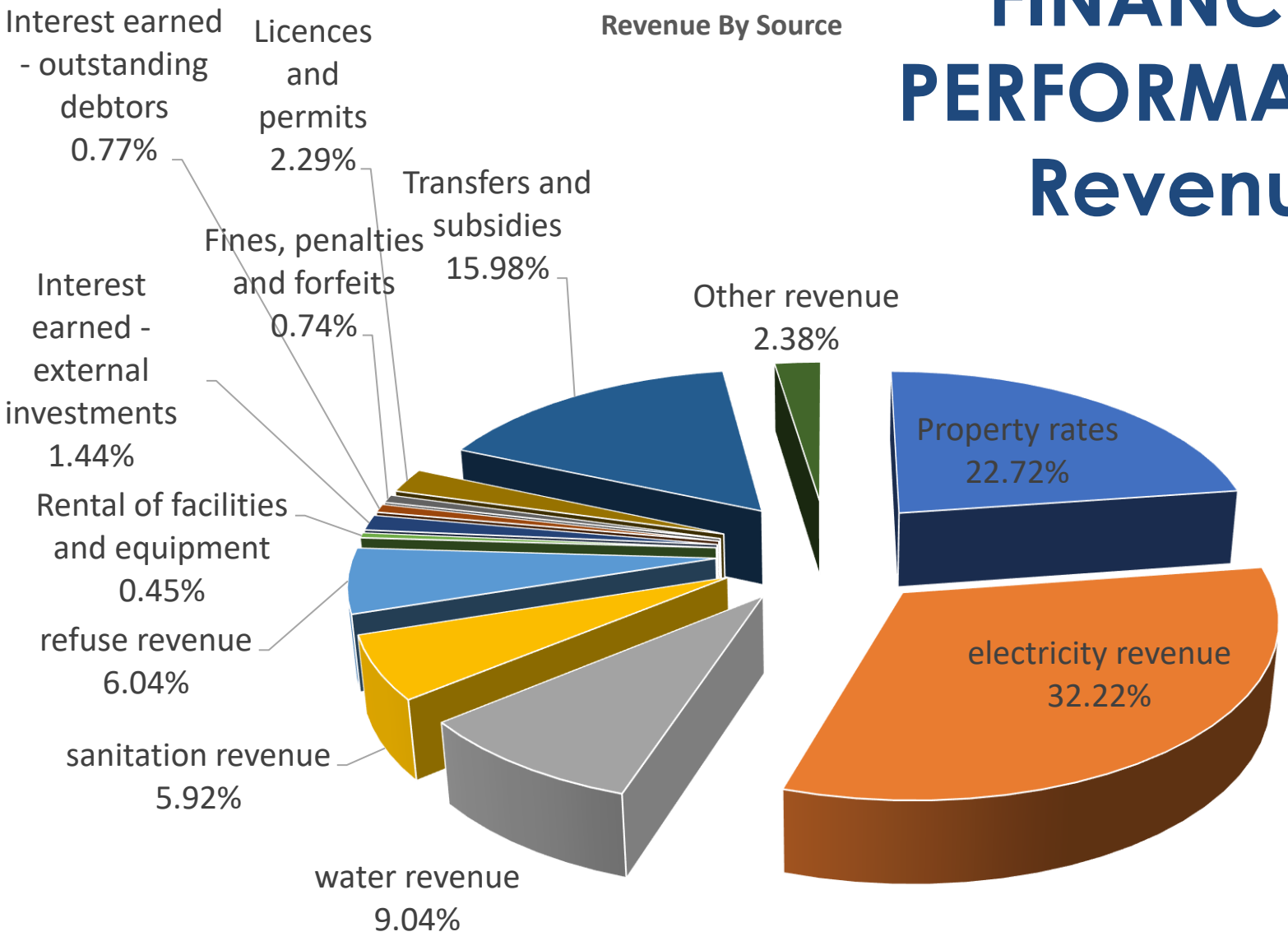
RELIEF SUBJECT TO APPLICATION -

- A three-month payment holiday will be granted for April, May and June 2020
- No interest will be charged on outstanding accounts for account holders up to 31 December 2020
- Payment arrangements between three to six months will be effective
- A rates rebate of an additional R85 000 on the value of the property for pensioners will be effective from 1 July 2020, based on the Tariff Listing
- Any household where the breadwinner has lost his or her income over the last few weeks and where the household income has dropped to below the maximum income allowed for the Indigent Subsidy for free basket of services, can apply for the Indigent Subsidy for free basket of service and will immediately be put on a COVID-19 Indigent Register. All relief for account holders qualifying for the Indigent Subsidy during the COVID-19 will lapse on 31 December 2020 and will need to re-applied for.

FINANCIAL PERFORMANCE: Revenue

Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework			
	Adjusted Budget	Budget Year 2020/21	% Increase	Budget Year 2021/22	Budget Year 2022/23
R thousands					
Revenue By Source					
Property rates	197 292	205 650	4.24%	216 447	227 810
electricity revenue	274 470	291 625	6.25%	309 851	329 217
water revenue	75 713	81 846	8.10%	88 476	95 642
sanitation revenue	50 051	53 555	7.00%	57 839	62 466
refuse revenue	52 072	54 690	5.03%	57 891	61 349
Rental of facilities and equipment	4 037	4 083	1.14%	4 270	4 467
Interest earned - external investments	15 375	13 013	-15.36%	13 612	14 238
Interest earned - outstanding debtors	10 892	6 993	-35.80%	7 482	8 006
Fines, penalties and forfeits	6 397	6 685	4.50%	6 993	7 314
Licences and permits	19 822	20 714	4.50%	21 667	22 663
Transfers and subsidies	133 112	144 597	8.63%	157 310	170 790
Other revenue	7 088	21 540	203.88%	10 887	11 250
Total Revenue (excluding capital transfers and contributions)	**846 322**	**904 990**	**6.93%**	**952 726**	**1 015 213**

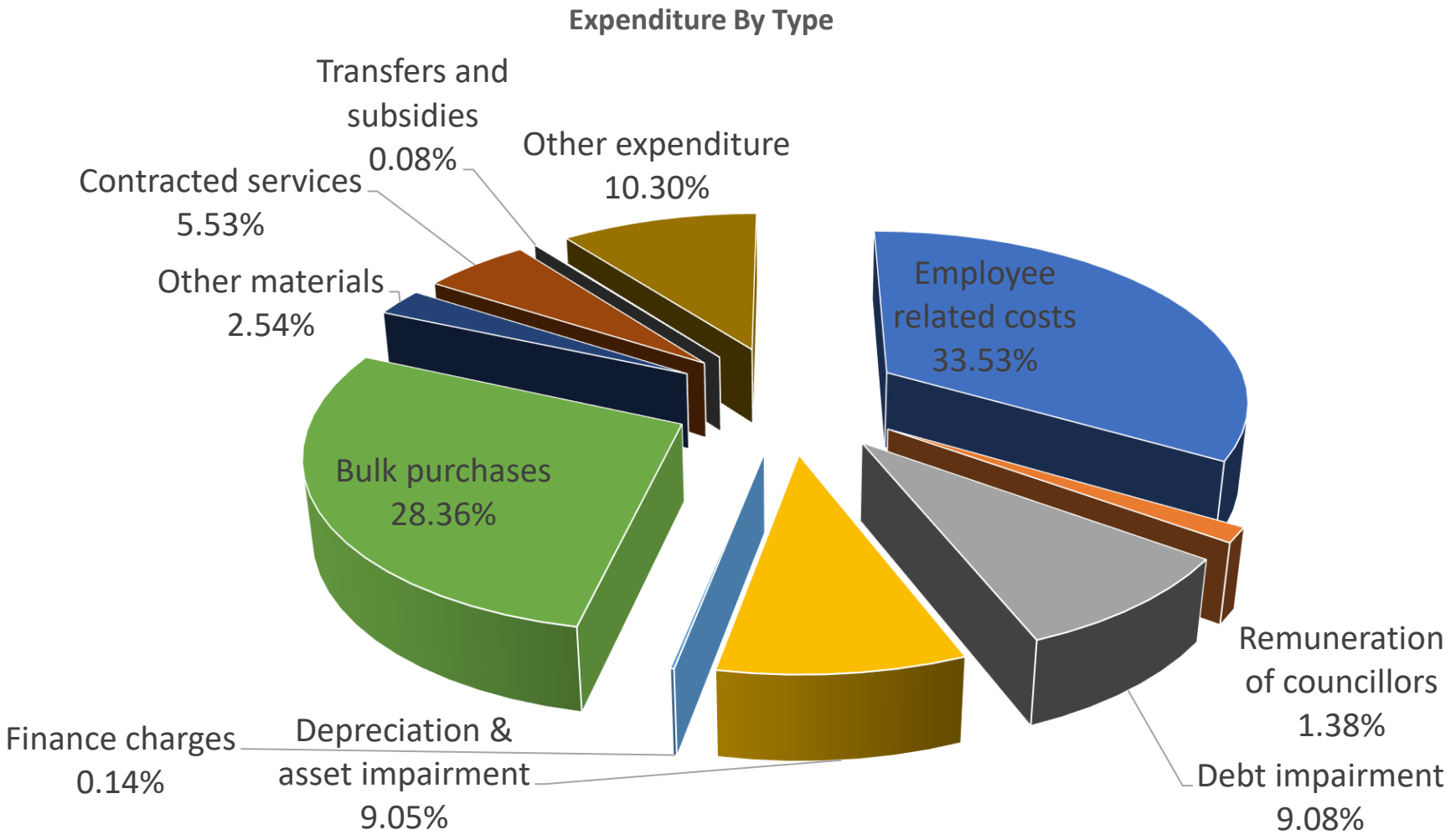
FINANCIAL PERFORMANCE: Revenue



FINANCIAL PERFORMANCE: Expenditure

Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework			
	Adjusted Budget	Budget Year 2020/21	% Increase	Budget Year 2021/22	Budget Year 2022/23
R thousands					
Expenditure By Type					
Employee related costs	304 894	330 664	8.45%	338 851	354 438
Remuneration of councillors	13 063	13 651	4.50%	14 279	14 936
Debt impairment	26 420	89 573	239.04%	29 519	31 380
Depreciation & asset impairment	85 101	89 271	4.90%	93 556	98 046
Finance charges	2 201	1 388	-36.95%	716	–
Bulk purchases	271 623	279 744	2.99%	295 063	320 818
Other materials	32 842	25 059	-23.70%	26 270	31 398
Contracted services	82 327	54 538	-33.76%	56 796	64 166
Transfers and subsidies	250	761	204.50%	773	946
Other expenditure	106 757	101 631	-4.80%	104 081	109 850
Total Expenditure	**925 477**	**986 278**	**6.57%**	**959 904**	**1 025 977**

FINANCIAL PERFORMANCE: Expenditure



TARIFFS

❑ **Major tariff increases for the MTREF:**

	2020/21	2021/22	2022/23
Property rates	5,25%	5,25%	5,25%
Water	8,1%	7,1%	7,1%
Sanitation	7%	6.5%	6.5%
Refuse	7%	6.5%	6.5%
Electricity (average increase in electricity income)	6,25%	6,25%	6,25%
Environmental Management Fee	0%	0%	0%

TABLE A7: Cashflow Statement

Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2020/21	Budget Year 2021/22	Budget Year2022/23
Cash/cash equivalents at the year begin:	**214 228**	**74 455**	**48 229**	**94 544**
Receipts	877 965	853 774	961 537	1 025 005
Payments	(1 017 738)	(880 001)	(915 221)	(970 037)
NET INCREASE/ (DECREASE) IN CASH HELD	(139 773)	(26 227)	46 316	54 968
Cash/cash equivalents at the year end:	**74 455**	**48 229**	**94 544**	**149 512**

TABLE A8: Cash-backed Reserves

Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget 2019/20	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
Cash and investments available				
Cash/cash equivalents at the year end	74 455	48 229	94 544	149 512
Other current investments > 90 days			–	
Non current assets - Investments			–	
Cash and investments available:	**74 455**	**48 229**	**94 544**	**149 512**
Application of cash and investments				
Unspent conditional transfers			–	
Unspent borrowing				
Statutory requirements				
Other working capital requirements	42 920	44 851	46 914	49 072
Other provisions	2 982	3 116	3 260	3 410
Long term investments committed			–	
Reserves to be backed by cash/investments				
Total Application of cash and investmer	**45 902**	**47 967**	**50 174**	**52 482**
Surplus(shortfall)	**28 554**	**261**	**44 370**	**97 030**
Cost Coverage		**0.72**	**1.36**	**2.00**

DRAFT CAPITAL BUDGET 2020/2021

Project Description	Funding Source	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
CORPORATE SERVICES				
Biometric Systems	Internal	200 000	209 200	218 823
Computer Equipment	Internal	200 000	-	-
Computer Software and Applications	Internal	50 000	-	-
EDMS	Internal	799 455	-	-
Fencing of municipal buildings	Internal	100 000	100 000	100 000
Electronic Queing System	Internal	-	250 000	-
		1 349 455	**559 200**	**318 823**
EXECUTIVE & COUNCIL				
Computer Equipment	Internal	85 000	150 000	150 000
Furniture and Equipment	Internal	-	100 000	-
Ward Councillors' Capital Projects	Internal	750 000	750 000	750 000
		835 000	**1 000 000**	**900 000**
FINANCE				
Cibex Software	Internal	600 000	600 000	600 000
Computer Equipment	Internal	200 000	-	-
		800 000	**600 000**	**600 000**

Project Description	Funding Source	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
INFRASTRUCTURE & ENGINEERING				
Construct emergency overflow pond Koraal Sewer pump station	Internal	2 400 000	-	-
Fencing Kruisfontein waste water treatment plant	Internal	800 000	-	400 000
Fencing Mainsubstation Jeffrey's Bay	Internal	500 000	-	-
Fencing Sea Vista Reservoir	Internal	-	700 000	-
Generator 2	Internal	500 000	-	-
Humansdorp, Kruisfontein and Osean View Electrific	INEP	4 521 739	3 478 261	4 442 609
Machinery and Equipment	Internal	300 000	-	-
New by-pass sewer rising main and pump stations Jbay	Internal	1 500 000	6 000 000	11 000 000
New overheadlines 66kv overheadlines(Jbay to Melk	Internal	1 300 000	1 000 000	-
Patensie Sewage Package Plant	MIG	6 379 942	-	-
Piped Reticulation in St Francis	Internal	-	2 000 000	2 000 000
Repair leaking concrete water tower Paradise Beach	Internal	300 000	2 800 000	-
Replace 250mm Watermain Canal Rd, St Francis	Internal	1 500 000	1 000 000	-
Replace 250mm Watermain Mimosa Str Jbay	Internal	330 000	2 000 000	-

Project Description	Funding Source	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
INFRASTRUCTURE & ENGINEERING				
Replace main waterline Sout Rivier bridge crossing St Francis Bay	Internal	1 000 000	5 000 000	-
Retrofit oil circuit breakers Main substation Jeffrey's Bay	Internal	-	800 000	800 000
Saffery Substation	Internal	1 500 000	-	-
Security Cameras & Substation Security	Internal	200 000	1 000 000	-
Sewer pump station level monitoring	Internal	-	-	250 000
Upgrade Centerton sewer pump station	Internal	1 000 000	-	2 000 000
Upgrade Hankey water treatment works	Internal	600 000	5 000 000	9 450 000
Upgrade Loerie sewer pump station	Internal	3 000 000	-	-
Upgrade Sanitation System Old Hankey	MIG	7 902 794	15 652 174	17 036 336
Upgrade sewer rising mains Jbay (La Mer-4A-4B) Prep	Internal	2 100 000	-	-
Upgrading of Gravel Roads in Jeffreys Bay	MIG	7 890 511	8 270 189	8 166 090
Upgrading of Sports Facilities	MIG	3 912 926	4 221 593	4 447 487
		49 437 913	**58 922 218**	**59 992 522**

Project Description	Funding Source	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
PLANNING, DEVELOPMENT & TOURISM				
Commonage Land Agricultural Support	Internal	-	550 000	1 102 500
Computer Equipment	Internal	30 000	66 150	69 458
Computer Software and Applications	Internal	315 000	330 750	347 288
Furniture and equipment	Internal	-	430 500	452 025
Land acquisition housing projects	Internal	-	500 000	750 000
LED Project: Establishment of Business Support Centre (Ocean View)	Internal	300 000	315 000	330 750
Tourism: Restoration of Fisherman Gravesite	Internal	100 000	105 000	-
Tourism: Upgrading / Renovation of the Phillips Tunnel	Internal	-	105 000	110 250
Vehicles	Internal	400 000	-	-
		1 145 000	**2 402 400**	**3 162 270**

Project Description	Funding Source	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
COMMUNITY SERVICES				
Wheelie Bins	MDRG	1 192 000	-	-
Computer Equipment	Internal	30 000	63 000	66 150
Fencing community halls	Internal	750 000	1 050 000	1 102 500
Fencing of Cemeteries	Internal	-	825 000	903 750
Fencing of Yellow Woods	Internal	200 000	210 000	220 500
Furniture and equipment	Internal	-	210 000	220 500
Humansdorp Fire Station , Fencing	Internal	200 000	-	-
Jack Hammer and water pump	Internal	350 000	735 000	771 750
Security Cameras	Internal	750 000	1 000 000	1 000 000
Machinery and Equipment	Internal	278 500	287 425	296 796

Project Description	Funding Source	Annual Budget 2020/21	Annual Budget 2021/22	Annual Budget 2022/23
COMMUNITY SERVICES				
skip bins	Internal	200 000	210 000	220 500
Upgrading of Pellsrus, Kabeljous, Cape St Francis	Internal	150 000	165 000	180 750
Vehicles	Internal	1 325 000	1 441 250	1 563 312
Vehicles	DISTR	1 965 100	1 965 100	1 965 100
Spit - St Francis (New)	Internal	2 000 000		
		9 390 600	**8 161 775**	**8 511 608**
CAPITAL BUDGET		**62 957 968**	**71 645 593**	**73 485 223**
Internally generated funds		29 192 955	38 058 275	37 427 601
Transfers recognised - capital		33 765 013	33 587 318	36 057 622
Total		**62 957 968**	**71 645 593**	**73 485 223**

WAY FORWARD

Risks:

- ❑ If collection rate below 85%, budget will need to reduce
- ❑ Equitable Share allocation can be reduced
- ❑ SA economy to contract by 10% to 17% next year - loss of revenue

Possibilities:

- ❑ Awaiting outcome of application against R20 billion (R17m)
- ❑ SALGA – no increases for employees (+/- R20m)
- ❑ Collection rate higher than 85%

Way forward:

- ❑ Adjustment budget to be processed to incorporate additional projects

STAKEHOLDER PARTICIPATION

GET INVOLVED AND MAKE YOUR VOICE COUNT

TO VIEW THE DRAFT IDP & BUDGET VISIT www.kouga.gov.za

SEND YOUR INPUT ON THE IDP TO: cdreyer@kouga.gov.za
SEND YOUR INPUT ON THE BUDGET TO: sabrahams@kouga.gov.za

CLOSING DATE: 16 JUNE 2020 AT 13:00